

# Governing Board Policies

Community Lutheran Church  
3575 E. Valley Parkway  
Escondido, CA

# DESIRED OUTCOMES

*Desired outcomes describe the ends or purposes of our church. Desired outcomes policies, or ends policies, describe what results we are here to achieve, who the recipients will be, and the cost of those results. These policies do not address means, methods, activities, or specific programs. Every policy in this section must address either results, recipients, or cost. Desired outcomes reflect the never-ending work of the Governing Board in determining what the church will attempt to accomplish in the future.*

## 1.0 Global Desired Outcomes Policy

Community Lutheran Church serves the people of North San Diego County by raising up disciples who hear God's word in worship, learn God's word in Bible study, and care for everyone God sends their way.

### 1.1 Recipients

As a multi-site church, Community Lutheran serves believers and unbelievers in North San Diego County.

#### 1.1.1 We serve those who do not have an active relationship with Jesus.

- We reach out to people not yet connected to Jesus Christ helping them to discover their need for a savior so they can experience the unconditional love and saving grace of Jesus.
- 1 Peter 3:15 *But in your hearts set apart Christ as Lord. Always be prepared to give an answer to everyone who asks you to give the reason for the hope that you have. But do this with gentleness and respect.*

#### 1.1.2 We serve those who already are involved at Community.

- We are a congregation where disciples are formed through *hearing* God's Word in worship, *learning* God's Word in Bible study, and *caring* for everyone God sends our way.
- Acts 2:42-44 *And they devoted themselves to the apostles' teaching and the fellowship, to the breaking of bread and the prayers...And all who believed were together and had all things in common.*

#### 1.1.3 We serve the body of believers here on earth.

- As a part of the Body of Christ, we will give a measurable portion of our time, talents, and treasures to benefit the work of the greater Christian Church.
- Philippians 4:16 *For even when I was in Thessalonica, you sent me aid again and again when I was in need.*

## 1.2 Results

We are a congregation where disciples are formed through *hearing* God's Word in worship, *learning* God's Word in Bible study, and *caring* for everyone God sends our way.

#### 1.2.1 Disciples hear God's Word when they are gathering in worship to receive Word and sacrament.

- Disciples are regularly engaged in worship.
- Romans 10:17 *Faith comes from hearing, and hearing through the Word of Christ.*

### **1.2.2 Disciples learn when they are actively engaging with God's Word.**

- Disciples are regularly engaged in personal, Bible-based devotions.
- Disciples are in regular small group or large group Bible studies.
- Psalm 119:105 *Your word is a lamp to my feet and a light to my path.*

### **1.2.3 Disciples care when they are serving the people God sends their way both in the church and in the community.**

- Disciples serve one another in the congregation with their time, talents, and treasures.
- Disciples serve in the community wherever God has placed them (home, work, neighborhood) in word and deed.
- Galatians 6:10 *So then, as we have opportunity, let us do good to everyone, and especially to those who are of the household of faith.*

## **1.3 Cost and Funding**

The ministries will be funded primarily through offerings to the general fund.

- Annually, the church and the preschool will present a fiscally prudent budget.
- Revenue Sources: The congregation will be responsible stewards of the resources God provides. Sources typically include offerings, gifts, fees, grants, and fundraisers.
- Preschool Ministry: The preschool ministry will be funded through tuition, fees, donations, grants, and fundraisers. The church will provide facilities. Preschool funds will cover operating expenses including their share of utilities.

# SENIOR PASTOR LIMITATIONS

*Senior Pastor Limitations policies address staff means—what the Senior Pastor and staff may and may not do. They define the out-of-bounds lines. These policies communicate what behaviors, methods, and practices are acceptable and not acceptable. Unless restricted by the policies, all other prudent actions are considered acceptable. This approach empowers the staff from needing to delay action until the board can approve each new initiative. It also allows the board to responsibly minimize involvement in the details of day-to-day operations. These policies are addressed to the Senior Pastor rather than the entire staff. The Senior Pastor is held accountable that all staff actions fall within the boundaries established by these policies.*

## 2.0 Global Senior Pastor Limitations Policy

The Senior Pastor shall not cause or allow any condition or circumstance, or act in a manner, which is inconsistent with God's Word, unethical, imprudent, unlawful, or contrary to the Articles, Bylaws, or policies of Community Lutheran Church (CLC).

### 2.1 Human Resources

The Senior Pastor shall not allow conditions that are inconsistent with the Christian faith or that deviate from local, state, federal labor laws or regulations regarding paid staff and volunteers.

#### 2.1.1 At-Will Employment

The Senior Pastor shall not promise or imply permanent or guaranteed employment.

#### 2.1.2 Review

The Senior Pastor shall not fail to review CLC policies and procedures annually to insure continued conformance.

### 2.2 Finance

The Senior Pastor shall not allow the financial resources of CLC to be received or expended without proper oversight and safeguards. The Senior Pastor shall not fail to report the congregation's financial activity in an accurate and timely manner.

#### 2.2.1 Fiduciary Responsibility

The Senior Pastor shall not allow any expenditures that risk the financial strength or assets of CLC.

#### 2.2.2 Annual Budget

The Senior Pastor shall not fail to oversee the creation of a proposed 12-month budget to support the ministry plans and strategic plans on an annual basis.

#### 2.2.3 Financial Reporting

The Senior Pastor shall not fail to ensure regular reporting of the financial condition of the church during Governing Board meetings.

#### 2.2.4 Financial Statements Review

The Senior Pastor shall not fail to ensure an internal financial review of the church's financial statements annually.

#### 2.2.5 Expenditure Authorization

The Senior Pastor shall not allow any non-budgeted expenditure to exceed \$10,000 per year without prior approval from the Governing Board. The Governing Board can approve such expenditures by email or special meeting, in person or online.

### **2.2.6 Restricted Gifts, Bequests, and Memorials**

The Senior Pastor shall not allow acceptance of any restricted gifts or memorials that conflict with CLC's Board policies or Desired Outcomes.

### **2.2.7 Taxes**

The Senior Pastor shall not allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

### **2.2.8 Debt**

The Senior Pastor shall not borrow or lend internal or external funds without prior approval of the Board and/or the Voters' Assembly.

### **2.2.9 Cash Management Policy**

The Senior Pastor shall not allow the church's funds to be held in a manner that is not prudent.

### **2.2.10 Credit Cards**

The Senior Pastor shall not allow for the usage of church credit cards without a written Credit Card Policy.

### **2.2.11 Non-Monetary Donations**

The Senior Pastor shall not allow for the maintaining of ownership of non-monetary donations such as, but not limited to, stocks, bonds, or real estate for a period of more than 90 calendar days from the date of donation without Board approval.

### **2.2.12 Disposition of Assets**

The Senior Pastor shall not dispose of any single capital asset with a fair market value in excess of \$5,000 without prior approval of the Board.

### **2.2.13 Internal Control Procedures**

The Senior Pastor shall not fail to have internal control procedures documented to ensure the protection from misappropriation and to ensure reporting integrity. The Senior Pastor shall not fail to review these policies and procedures annually.

### **2.2.14 Contracts**

The Senior Pastor shall not sign any contract in excess of \$10,000 without the Board's ratification.

### **2.2.15 Operational Reserves**

The Senior Pastor shall not fail to notify the Board if operational reserves fall below 1/12 of the budgeted annual operational expenditures for more than 60 days. The Senior Pastor shall not fail to make appropriate recommendations for the use of any year-end surplus.

### **2.2.16 Investment**

The Senior Pastor shall not allow the congregation's funds to be invested in a manner that is not prudent.

- The Senior Pastor shall not fail to have any monetary gifts, offerings, receipts, money, or any other funds given or sent to the church placed in an appropriate bank account within seven calendar days of receipt.

- The Senior Pastor shall not maintain any church accounts outside of FDIC insured institutions or LCMS sponsored institutions without prior approval of the Board.
- The Senior Pastor shall not allow for any balances in any FDIC insured account to exceed the insured maximum amount without prior approval of the Board.
- The Senior Pastor shall not allow for the investment of funds in stocks, bonds, or other financial instruments that are not interest/dividend bearing accounts without prior approval of the Board.

## **2.3 Worship and Ministry**

The Senior Pastor shall not allow programs and services which are inconsistent with God's Word, the Bylaws, and Desired Outcomes of CLC.

## **2.4 Planning**

The Senior Pastor shall not fail to have in place at all times approved plans addressing ministry, staffing, and operations.

### **2.4.1 Strategic Ministry Plan**

The Senior Pastor shall not allow the church to operate without a three to five-year strategic plan in accordance with the Desired Outcomes. This is to be reviewed annually by the Board, including operational, capital expenditures, and cash flow that are based on prudent assumptions.

### **2.4.2 Crisis Management Plan**

The Senior Pastor shall not allow the church to operate without a detailed written Crisis Management Plan.

### **2.4.3 Emergency Succession Plan**

The Senior Pastor shall not operate with less than one other staff member familiar with the Governing Board and Senior Pastor issues and processes. This is needed so the church can operate in the case of a sudden and extended absence of the Senior Pastor with a reasonably proficient interim successor.

### **2.4.4 Conflict Resolution Plan**

The Senior Pastor shall not operate without a written, Biblical process to resolve any conflicts that should arise among staff or congregation members. The Senior Pastor shall not fail to inform the Board of any unresolved conflicts among staff.

### **2.4.5 Continuing Education Plan**

The Senior Pastor shall not fail to plan for continuing education for himself and other key staff members.

## **2.5 Conflict of Interest**

The Senior Pastor shall not fail to identify, resolve, and communicate to the Board all real, perceived, or potential conflicts of interest.

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

**2.5.2** The Senior Pastor shall not accept gifts or favors of a substantial nature from any outside organization doing or seeking business with the organization.

**2.5.3** The Senior Pastor shall not enter into activities or share information acquired in the course of the congregational service which may be detrimental to the church.

**2.5.4** The Senior Pastor shall not fail to resolve all unacceptable conflicts of interests.

## **2.6 Communications**

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

**2.6.1** The Senior Pastor shall not neglect to provide data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board's policies being monitored.

**2.6.2** The Senior Pastor shall not fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.

**2.6.3** The Senior Pastor shall not let the Board remain unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes, and particularly changes in the assumptions upon which any Board policy has been established.

**2.6.4** The Senior Pastor shall not fail to marshal for the Board as many staff and external points of view, issues and options as the Board determines it needs for fully informed Board decisions.

## **2.7 Confidentiality**

The Senior Pastor shall not fail to protect privileged, personal, or non-public information of church members, visitors, CLC students, and current or former staff.

## **2.8 Asset Protection and Risk Management**

The Senior Pastor shall not allow assets and records of CLC to be inadequately maintained, protected, modified, or used for inappropriate purposes.

### **2.8.1 Insurance**

The Senior Pastor shall not allow the organization to operate without appropriate insurance to protect assets and against liability.

### **2.8.2 Release**

The Senior Pastor shall not allow outside service providers access to premises without the appropriate form for the waiver and release of liability.

### **2.8.3 Policy Review**

The Senior Pastor shall not fail to review these policies annually.

## **2.9 Information Systems**

The Senior Pastor shall not fail to have policies to protect and prevent misuse of CLC's information systems.

### **2.9.1 Technology**

The Senior Pastor shall not allow the information systems to become inadequate, out of date, or fail to meet the needs of CLC.

### **2.9.2 Policy Review**

The Senior Pastor shall not fail to review these policies and procedures annually.

## **2.10 Columbarium**

The Senior Pastor shall not operate the columbarium without a policy and procedure in conformance with California state law. The Senior Pastor shall not fail to review this policy and procedure annually.

## **2.11 Endowment Fund**

The Senior Pastor shall not fail to oversee the maintenance and promotion of an active endowment program.

### **2.11.1 Policies and Procedures**

The Senior Pastor shall not allow the fund to operate without written policies and procedures that comply with all laws and regulations.

### **2.11.2 Policy Review**

The Senior Pastor shall not fail to review these policies and procedures annually.

### **2.11.3 Communication**

The Senior Pastor shall not fail to ensure presentation of an annual Endowment report to the Board.

## **2.12 Pre-School**

The Senior Pastor shall not fail to adequately support the ministry of CLC Preschool.

### **2.12.1 Conformance**

The Senior Pastor shall not allow CLC Preschool to operate unless conforming to California state law, accreditation requirements, and the Preschool operating procedures.

### **2.12.2 Policy Review**

The Senior Pastor shall not fail to review these policies and procedures annually.



# GOVERNING BOARD-SENIOR PASTOR RELATIONSHIP

*Governing Board-Senior Pastor Relationship policies address how the Board and Senior Pastor relate to each other. In general, the Board speaks with one voice and all Board authority is delegated through the Senior Pastor. This means the Senior Pastor reports to the Board as a whole, not to individual Board members, officers of the congregation, or Board committees. This also means the Board works only with the Senior Pastor and does not direct the work of staff or volunteers.*

## 3.0 Governing Board-Senior Pastor Relationship Policy

The Governing Board's ("Board") sole official connection to the operational organization, its achievements, and conduct will be through the Senior Pastor.

### 3.1 Unity of Control

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

**3.1.1** 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 exercises of authority.

**3.1.2** In the case of Board members or committees requesting information or assistance without appropriate authorization, the Senior Pastor can refuse such requests that require, in the Senior Pastor's opinion, a material amount of staff time, funds, or are disruptive.

### 3.2 Accountability of the Senior Pastor

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 through the Senior Pastor.

**3.2.1** The Board will never give instructions to persons who report directly or indirectly to the Senior Pastor.

**3.2.2** The Board will not evaluate, either formally or informally, any staff other than the Senior Pastor.

**3.2.3** The Board will view Senior Pastor performance as identical to organizational performance so that organizational accomplishment of Board-stated Desired Outcomes and avoidance of Board-proscribed Limitations will be viewed as successful Senior Pastor performance.

### 3.3 Delegation to the Senior Pastor

The Board will instruct the Senior Pastor through written policies that prescribe the Desired Outcomes to be achieved and proscribe organizational situations and actions to be avoided, allowing the Senior Pastor to use any prudent interpretation of these policies.

**3.3.1** The Board will develop policies instructing the Senior Pastor to achieve specific results, for specific recipients, at a specific cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Desired Outcomes policies. All issues that are not ends issues are defined here as means issues.

**3.3.2** The Board will develop policies that limit the latitude the Senior Pastor may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Senior Pastor Limitations policies. The Board will never prescribe organizational means delegated to the Senior Pastor.

**3.3.3** As long as the Senior Pastor uses any prudent interpretation of the Board's Limitations policies, the Senior Pastor is authorized to establish all operating procedures, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the Senior Pastor shall have full force and authority as if decided by the Board.

**3.3.4** The Board may change its 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.

## **3.4 Monitoring Senior Pastor Performance**

Systematic and rigorous monitoring of Senior Pastor job performance will be solely against the only Senior Pastor expected job outputs: organizational accomplishments of Board policies on Desired Outcomes and organizational operations within the boundaries established in Board policies on Senior Pastor Limitations.

**3.4.1** Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be monitoring information.

**3.4.2** The Board will acquire monitoring information by:

- Internal report, in which the Senior Pastor discloses interpretations and compliance information to the Board
- External report, in which a disinterested third party is selected by the Board to assess compliance
- Direct Board inspection, in which designated members of the Board assess compliance with appropriate policy criteria

**3.4.3** In every case, the Board will judge the prudence of the Senior Pastor's interpretation and whether data demonstrate accomplishment of the interpretation.

**3.4.4** The standard of compliance shall be any prudent Senior Pastor interpretation of the Board policy being monitored. The Board is the final arbiter of prudence but will always judge with a prudent objective standard.

**3.4.5 Monitoring Frequency:** Organizational performance will be monitored at a frequency and by a method chosen by the Board. The Board can monitor performance criteria at any time and by any method but will ordinarily depend on a routine schedule.

Finance	Monthly/Semi-Monthly
Ministries	Quarterly
Human Resources	Annually
Desired Outcomes	Quarterly
Congregational Health	Quarterly
Senior Pastor Succession	Annually
Insurance/Assets Review	Annually

### **3.5 Exceeding Senior Pastor Limitations**

The Senior Pastor shall monitor, inform, correct, and develop preventative systems for exceeding limitations. In the event that a Senior Pastor Limitation is exceeded, the following actions will be taken.

**3.5.1** The Senior Pastor will give an immediate notice to the Board once a Senior Pastor Limitation has been recognized to have been exceeded. If the Senior Pastor Limitation has been exceeded for an excessive period of time and has gone unnoticed, the Senior Pastor will develop a better monitoring system.

**3.5.2** If the exceeded Senior Pastor Limitation is immediately correctable, the Senior Pastor will take the necessary action within policies and report the results to the Board. If the exceeded Senior Pastor Limitation is not immediately correctable, the Senior Pastor will establish and implement corrective actions, reporting to the Board with a deadline for complete correction.

**3.5.3** The Board will review any Senior Pastor Limitation policy that has been exceeded for its soundness as a test of ethical and prudent behavior.

**3.5.4** The Board will not allow one-time exceptions to policies. If a policy is exceeded, it is a violation of the policy and not an exception. If an action is acceptable under certain conditions, then those conditions will be stated in the policy.

**3.5.5** After repeated recurrences of exceeding Senior Pastor Limitations, the Board President will ensure a performance evaluation of the Senior Pastor is conducted by an ad hoc committee and a discussion with the full Board about the Senior Pastor's performance is held.

### **3.6 Annual Performance Review**

The Board will conduct a performance review of the Senior Pastor every year. The Senior Pastor will submit a self-evaluation prior to the review. The President will appoint Board members to conduct the review with the Senior Pastor.

# GOVERNING BOARD PROCESS

*Governing Board process policies describe the standards of behavior for individual Governing Board members and the Governing Board as a group. These policies describe the way the Governing Board operates. They clarify the governing style of the Governing Board, the Officer's roles, Governing Board member conduct, Governing Board responsibilities, and the use of committees. If any Governing Board process issue arises that is not specified by these policies, the Governing Board President should guide the process. The Governing Board represents the Voters and serves the entire congregation.*

## 4.0 Global Governance Process Policy

The purpose of the board is to respectfully serve the Lord on behalf of Community Lutheran Church through policy-based governance. This will be accomplished by assuring that the church fulfills its mission, including all its spiritual and business functions to achieve its desired outcomes and avoiding unacceptable actions and situations.

### 4.1 Governing Style

The Governing Board shall govern with an emphasis on a) proactive strategic leadership more than administrative detail, b) future rather than past or present orientation, c) outward vision rather than internal preoccupation, d) clear distinction of Governing Board and Senior Pastor roles, e) encouragement of all ideas and viewpoints, and f) collective consensus rather than individual decisions.

#### 4.1.1 Group Authority

The Governing Board shall exercise its governing authority as a group. No individual Governing Board member has this authority.

#### 4.1.2 Decision-Making and Voting

The goal of decision-making is to achieve consensus when possible. When consensus is not possible, the Governing Board will make decisions by majority of those present after allowing ample time for thorough discussion and understanding of the issues.

#### 4.1.3 One Voice

Governing Board members will support all decisions, without regard to the individual's personal position on the issue. Members will speak with one voice about any decisions made by the Governing Board.

#### 4.1.4 Policy Development

The Governing Board's policies shall be relevant, amendable, and enforced. The Governing Board is responsible for developing policies in four areas:

- Desired Outcomes: These are affirmative statements setting forth the purposes, effects, and acceptable impact to operations.
- Governing Board Process: These are statements setting forth the style and rules with respect to the Governing Board's own tasks and processes.
- Senior Pastor Limitations: These are limiting statements that restrict activity of the Senior Pastor.
- Governing Board/Senior Pastor Relationship: These are clarifying statements about delegation to the Senior Pastor and reports of staff activities.

#### 4.1.5 Policy Review Schedule

Each policy area shall be reviewed at least annually.

#### **4.1.6 Request for Policy Review**

Any Community Lutheran Church Voting Member may request a change to a specific policy by submitting it in writing to the President of the Governing Board. All requests shall be included on the next meeting's agenda, subject to the agenda item submission process.

### **4.2 Governing Board Code of Conduct**

The Governing Board commits itself and its members to spiritual, ethical, professional, and lawful conduct, including proper use of authority and appropriate Christian behavior when acting as Governing Board members. Members must have loyalty to the congregation, un-conflicted by loyalties to staff, other organizations, and any personal agenda.

**4.2.1** Members must avoid conflict of interest with respect to personal or business gain. Members must disclose to the Governing Board any transactions that may give the appearance of being a conflict of interest.

**4.2.2** Members shall not attempt to exercise undue individual influence over any activity or ministry of the Church.

**4.2.3** Members shall respect the confidentiality appropriate to issues of a sensitive nature. They shall respect the one voice principle by communication of the consensus decision and not the individual views of the members.

**4.2.4** Member interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Governing Board.

**4.2.5** Member interaction with the public, press, or other entities, must recognize the same limitation, and only the President or other Governing Board designated individuals shall have the authority to speak on behalf of the Governing Board.

**4.2.6** In the event that a Board member fails to comply with their obligations, and failure is not corrected under the terms of these policies, the remaining Board members may suspend the Board member pending a vote of the Voters' Assembly.

### **4.3 Governing Board Member Responsibilities**

In addition to the responsibilities established in the Articles and Bylaws, the Governing Board members shall:

- Continually mature in their faith through worship, Bible study, service, and mission
- Seek out opportunities to use their, time, talents, and treasures towards fulfilling the mission of Community Lutheran Church
- Be prepared to contribute productively to each Board meeting
- Maintain familiarity with the Articles, Bylaws, financial status, and policies of the Congregation
- Speak with one voice after Board decisions
- Gather information on a regular basis on the needs of the congregation
- Communicate appropriate information to the congregation
- Maintain confidentiality in human resources, Board dynamics, and issues of a sensitive nature

## **4.4. Governing Board Officer Responsibilities**

Responsibilities of the Governing Board and Officers are described in Section V of the Bylaws. Here are further delineations of officer roles and responsibilities.

### **4.4.1 President**

In addition to the responsibilities established in the Bylaws, the President shall:

- Lead the creation, in consultation with the Senior Pastor, of the agenda for Board meetings and Voters' meetings in compliance with the policy calendar established by the Board
- Serve as an authorized signatory for all checks
- Preside at all meetings of the Board and meetings of the Voters
- Arrange for an annual performance review of the Senior Pastor, focusing on progress in accomplishing Desired Outcomes and compliance with Senior Pastor Limitations
- Initiate counsel with individual Board members when they neglect their duties. If the Board member continues to neglect their responsibilities, the Board shall meet without that member present and develop recommendations for corrective actions. If the Board member in question is the President, this responsibility falls to the remaining Board members
- Provide direction in all areas of Board matters left unstated within these Policies, provided this action is not in conflict with the Articles, Bylaws, or other Board Policies
- Remain accountable for their authority when they delegate something to another person

### **4.4.2 Vice President**

In addition to the responsibilities established in the Articles and Bylaws, the Vice President shall:

- Preside at all meetings of the Board in the absence of the President
- Assume responsibilities delegated by the President
- Discuss and review corrective actions with the President if the President is in violation of his or her responsibilities

### **4.4.3 Secretary**

In addition to the responsibilities established in the Articles and Bylaws, the Secretary shall:

- Record the official minutes of the Board and Voters' meetings and direct their distribution to the members of the Board, the Senior Pastor, and others as requested by the Board
- Preserve the approved minutes for Church records
- Record congregation Voters' meeting minutes and decisions
- Maintain the official Board Policy Manual

### **4.4.4 Treasurer**

In addition to the responsibilities established in the Articles and Bylaws, the Treasurer shall:

- Keep the board updated with the current financial status
- Serve as an authorized signatory for all checks

- Provide leadership with respect to all financial documents but will not direct financial matters of the church
- Educate the Board as required regarding the interpretation of financial reports
- Ensure that the financial records are electronically archived with redundancy
- Makes financial reports available to the Congregation

## **4.5 Governing Board Committees**

The Governing Board will establish a standing Endowment Committee and Columbarium Committee to manage the Church's Endowment and Columbarium. As necessary, the Governing Board may appoint other Committees to assist the Board. Committees report only to the Board and may not direct staff. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Senior Pastor.

## **4.6 Governing Board Meetings**

The Governing Board shall execute its responsibilities at regularly scheduled meetings as defined in the Bylaws.

### **4.6.1 Governing Board Calendar**

At the first meeting of the fiscal year, the Board will set a meeting schedule for the year.

### **4.6.2 Attendance**

Board members should make every effort to attend and fully participate in all meetings. If a member will be absent or late, he or she shall notify the President prior to the meeting.

### **4.6.3 Preparation**

Board members shall review all content of the board meeting packet (agenda, minutes, and supporting materials) prior to the Board meeting.

### **4.6.4 Typical Board Meeting Agenda**

Any Board member may submit a new agenda item by communicating with the President as soon as feasible prior to the meeting. The standard agenda format will be as follows:

- Devotion and prayer
- Review and approval of previous board minutes
- Consent agenda approval
- Board work
- Board growth
- Senior Pastor report
- Discussion items
- Board self-review
- Closing prayer
- Executive session without Pastor(s)

### **4.6.5 Perpetual Calendar**

The meeting emphases of the typical agenda should cover topics according to the Perpetual Calendar (which may be adjusted based on 6 meeting minimum and the schedule of Voters' Assembly meetings).

January	Board Officer elections Conduct new Governing Board member orientation Prepare Governing Board goals for the year
February	Initiate the annual financial review or external audit Review insurance coverage of the church
March	Conduct Board self-assessment Review strategic plan for the church
April	Review Senior Pastor emergency succession plan
May	Review Board Policy Manual Review Committees of the Board
June	Initiate Senior Pastor review
July	Hold board retreat for strategic planning
August	Discuss long-range strategy
September	Charter the Nominating Committee Receive and review proposed budget Review compensation and benefits package for Senior Pastor
October	Prepare for Voters' Assembly Meeting Budget workshop with Congregation Board slate approval
November	Prepare/Attend Voters' Assembly Meeting/Budget approval
December	No scheduled events

## 4.7 Board Nomination Process

The nominating committee shall follow the procedures specified in the Bylaws and will also:

- Screen candidates for potential or perceived conflict of interest. Examples of potential conflicts that may or may not be problematic include but not limited to: Relative on paid staff, financial contract with the church or activities of the church, a person who is unwilling to focus broadly on the needs of the congregation
- Ensure candidates are committed to following the governing documents of the church
- Consult with the Senior Pastor on candidate list prior to finalizing the list
- Present a slate of capable candidates to the Governing Board for approval
- Present the approved slate of candidates to the Voters' Assembly for approval



## **4.8 Governing Board Communication to Congregation**

The Congregation will be kept informed about the health and well-being of Community Lutheran Church. Activities and decisions of the Board will be kept in written format and maintained online. In addition, the Governing Board will be actively involved in the following as needed:

- Annual Voters' Assembly
- Town Hall meetings
- Announcement by staff at the direction of the Governing Board
- Social media, video announcements, and other forms of written and verbal communication will be used as appropriate