

GOVERNING MANUAL

Trinity Evangelical Lutheran Church & School

400 N. Swinton Avenue
Delray Beach, Florida 33444

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1. STRATEGIC DIRECTION

1.1. PLANNED MINISTRY DIRECTION

1.1.1. MISSION

- 1.1.1.1. Delivering the saving message of Jesus Christ and nurturing spiritual growth in families.

1.1.2. VISION

- 1.1.2.1. Church - An Inviting Community, Worshiping Christ, and Growing Together.
- 1.1.2.2. School - A family growing in Christ, led by dynamic teachers, excelling in academics, arts and athletics.

1.1.3. CRITICAL TARGETS

1.1.3.1. Church

- 1.1.3.1.1. Critical Target: Outreach to a growing amount of school families with prayer and worship opportunities (Prayer Circle, weekly calls and emails, Class of the Month etc.)
- 1.1.3.1.2. Critical Target: Discipleship with emphasis on prayer by creating groups of 3 with opportunities to meet weekly and groups of 12 with opportunities to meet at least twice a year. We also want youth discipleship opportunities through our youth groups.
- 1.1.3.1.3. Critical Target: Worship with emphasis on prayer by creating multiple worship opportunities and expressions while focusing on excellence in all (Sunday morning, school chapel, assisted living, Recovery Church, youth worship)

1.1.3.2. School

- 1.1.3.2.1. Critical Target: Growing in Christ-with an emphasis on developing the faith lives of our students, Trinity Lutheran School focuses on studying God's Word daily in religion classes, develop stewardship by providing service and giving opportunities for students, welcoming students and families to become members of God's family through baptism, encouraging students to confirm their baptismal faith through the process of confirmation, and participating in chapel services that are enriching, engaging, accessible to everyone regardless of church background, and relevant to people of all ages.
- 1.1.3.2.2. Critical Target: Dynamic Teachers-with an emphasis on teachers growing to become better teachers and role models for Trinity students, Trinity Lutheran School teachers will display a living faith and excitement about sharing Jesus with students, provide dynamic instruction in their classrooms, take full advantage of professional growth opportunities, actively participate in recruiting and retaining students, and score high on annual parent surveys.

- 1.1.3.2.3. Critical Target: Excelling in Academics, the Arts, and Athletics-with emphasis on distinguishing itself as one of the best schools in the area, Trinity Lutheran School will excel in the area of academics, provide a wide array of relevant interactive electives, offer various opportunities for students to develop their God-given gifts in the areas of athletics and the arts and provide exceptional adult leaders to develop those gifts.

1.1.4. DESIRED OUTCOMES AND SUCCESS INDICATORS

- 1.1.4.1. The Board of Directors shall not fail to annually review and update the desired outcomes and success indicators (unit of measurable success).

1.1.4.1.1. Church

- 1.1.4.1.1.1. Outreach to a growing amount of school families with prayer and worship opportunities (Prayer Circle, weekly calls and emails, Class of the Month etc.)
 - 1.1.4.1.1.1.1. Desired outcome: Unchurched school families would come to know Jesus, be baptized and attend worship services.
- 1.1.4.1.1.2. Discipleship with emphasis on prayer by creating groups of 3 with opportunities to meet weekly and groups of 12 with opportunities to meet at least twice a year. We also want youth discipleship opportunities through our youth groups.
 - 1.1.4.1.1.2.1. Desired outcome: To facilitate a closer walk with Jesus for our people with 50- 75 percent of our worship population participating in small groups starting with staff and church leadership.
- 1.1.4.1.1.3. Worship with emphasis on prayer by creating multiple worship opportunities and expressions while focusing on excellence in all (Sunday morning, school chapel, assisted living, Recovery Church, youth worship)
 - 1.1.4.1.1.3.1. Desired outcome: To increase worship opportunities and attendance and receive God's gifts in worship while lifting Him up in prayer and praise.
- 1.1.4.1.1.4. Success Indicators (Things we count to see if we are on track)
 - 1.1.4.1.1.4.1. Worship Attendance
 - 1.1.4.1.1.4.2. Baptisms
 - 1.1.4.1.1.4.3. Small Group and Youth Group Participation
 - 1.1.4.1.1.4.4. General Fund Giving

1.1.4.1.2. School

- 1.1.4.1.2.1. Growing in Christ - to continue to put an emphasis on developing the faith walk of our students and families.
 - 1.1.4.1.2.1.1. Desired Outcomes: To baptize a number equal to 5% of unbaptized school students
 - 1.1.4.1.2.1.2. For 33% of each department to participate in singing/serving Sundays

- 1.1.4.1.2.2. Dynamic Teachers - For Trinity Delray teachers to provide engaging instruction and to continue to grow as educators by regularly participating in professional growth opportunities.
 - 1.1.4.1.2.2.1. Desired Outcomes: For teachers to use MAP test data to drive instruction.
 - 1.1.4.1.2.2.2. For K-8 teaching Staff with teaching degrees to obtain at least 120 inservice points in a five year period.
 - 1.1.4.1.2.2.3. For EC teaching Staff to obtain at least 1 semester hour of college credit or 10 hours of inservice.
- 1.1.4.1.2.3. Excelling in Academics, the Arts, and Sports - For Trinity Delray to distinguish itself as one of the best schools in the area by providing a rigorous curriculum, offering athletic and non-athletic opportunities, and receiving recognition for academic, athletic, art accolades.
 - 1.1.4.1.2.3.1. Desired Outcomes: To maintain standardized growth in the top 50% of national norms.
 - 1.1.4.1.2.3.2. To add extracurricular clubs and increase athletic offerings for all students.
 - 1.1.4.1.2.3.3. For Trinity 8th graders to get into the high school of their choice.
- 1.1.4.1.2.4. Success Indicators (Things we count to see if we are on track)
 - 1.1.4.1.2.4.1. Number of baptisms
 - 1.1.4.1.2.4.2. Number of students participating in singing/serving Sundays
 - 1.1.4.1.2.4.3. MAP testing data
 - 1.1.4.1.2.4.4. MIP logs
 - 1.1.4.1.2.4.5. Records of activities/athletic opportunities
 - 1.1.4.1.2.4.6. High school record requests

1.1.5. VALUES

- 1.1.5.1. Committed Christian discipleship
- 1.1.5.2. Bible centered teaching and preaching
- 1.1.5.3. Christian education
- 1.1.5.4. Sacramental focus
- 1.1.5.5. Godly and well mobilized lay

1.1.6. STEWARDS

The main responsibility of the Board of Directors is to represent the Stewards of Trinity Lutheran Church and School. Stewards are those who invest dollars, time, and emotion with some conscious risk, in order to enhance and expand the spread of the Gospel through Trinity Lutheran Church and School's mission and ministry. The Board recognizes that it has obligations to the congregation as a whole and not to individual or special interest groups.

- 1.1.7. Listening to the Stewards: The Board shall listen to the ideas, the concerns and values of the Stewards. It shall use a variety of appropriate methodology (such as mail and phone surveys, focus groups and Board dialog) to seek out the desires of the Stewards.

- 1.1.8. The Board recognizes the Voter's assembly as the official decision and governance body and will follow all duties as prescribed by the Constitution and bylaws.
- 1.1.9. Reporting to Stewards: Trinity Lutheran Church and School shall keep its Stewards informed of its progress toward Desired Outcomes (Strategic Direction). It shall use a variety of methods for this reporting (e.g. annual reports, videos, web page, magazine, newspaper articles, survey reports, TV spots, etc.).

1.2. THE SERVED

The Served are all those who utilize and benefit from the ministries offered by the congregation and school to fulfill its mission.

- 1.2.1. The congregation shall provide the highest quality ministries with honesty, integrity and sensitivity to its Served.

1.3. COST OF OUTCOMES TO THE COMMUNITY

- 1.3.1. Biblical Stewardship shall be utilized to guarantee that ministries necessary to achieve the Strategic direction will be maintained at a fair, effective, and efficient cost to the Stewards.

2. BOARD SELF GOVERNANCE

2.1. ACCEPTING RESPONSIBILITIES

Board members have a responsibility to each other, to the employees, to the Stewards and the Served. The board's focus shall be on the long term-mission and well being of the congregation and school. It shall govern by discerning the strategic direction, creating written policies to guide ministry and delegating management and administrative decisions to the Senior Pastor.

- 2.1.1. Directors shall:
 - 2.1.1.1. Carry out regularly scheduled duties:
 - 2.1.1.1.1. August
 - 2.1.1.1.1.1. Assume Duties August 1st
 - 2.1.1.1.1.2. Install new board members by August 31
 - 2.1.1.1.1.3. Complete and File Board of Directors Conflict of Interest form
 - 2.1.1.1.1.4. Conduct Board orientation, which includes the annual review of the [Human Resources Manual](#), Staff/Volunteer Handbook, and Parent Handbook.
 - 2.1.1.1.1.5. Schedule the year's meetings with at least 6 board meetings and 2 congregational meetings
 - 2.1.1.1.1.6. Choose officers of the Board
 - 2.1.1.1.1.6.1. Chair
 - 2.1.1.1.1.6.2. Vice Chair
 - 2.1.1.1.1.6.3. Secretary

- 2.1.1.1.1.7. Review of the Maintenance and Upkeep of the Facilities and Properties Plan submitted by the Senior Pastor (see policy 3.7.3)
- 2.1.1.1.1.8. Review and approve the response plan to an active shooter on campus submitted by the Senior Pastor (see policy 3.19.3)
- 2.1.1.1.1.9. Review and approve the Senior Pastor's report of who is authorized to carry a firearm in accordance with the Crisis Management Plan (see policy 3.10.4)
- 2.1.1.1.1.10. Review the policies located in section 2 of the Governing Manual, Board Self Governance.
- 2.1.1.1.2. September
 - 2.1.1.1.2.1. Choose members to serve on subcommittees
 - 2.1.1.1.2.1.1. Audit Subcommittee
 - 2.1.1.1.2.1.2. Legacy Fund Management Subcommittee
 - 2.1.1.1.2.2. Review the policies located in section 1 of the Governing Manual, Strategic Direction.
 - 2.1.1.1.2.3. Review Success Indicators and Desired Outcome results from previous fiscal year
 - 2.1.1.1.2.4. Review Legacy Fund Financial Report
 - 2.1.1.1.2.5. Review the marketing plan
- 2.1.1.1.3. October
 - 2.1.1.1.3.1. Review the policies located in section 4 of the Governing Manual, Board and Senior Pastor Partnership.
- 2.1.1.1.4. November
 - 2.1.1.1.4.1. Audit Committee Report Presented on previous fiscal year
 - 2.1.1.1.4.2. Approve following year success indicators and desired outcomes
 - 2.1.1.1.4.3. Approve agenda for January congregational meeting
- 2.1.1.1.5. January
 - 2.1.1.1.5.1. Congregational Meeting
 - 2.1.1.1.5.1.1. State of the Ministry report by the Senior Pastor
 - 2.1.1.1.5.1.2. Present Audit Committee Report
 - 2.1.1.1.5.2. Initiate Senior Pastor Review process - form committee and distribute Senior Pastor Review Form to the Senior Pastor
- 2.1.1.1.6. April
 - 2.1.1.1.6.1. Review the policies located in section 3 of the Governing Manual, Senior Pastor Parameters.
 - 2.1.1.1.6.2. Form nominating committee for board positions with at least 2 board members and the Senior Pastor
- 2.1.1.1.7. May
 - 2.1.1.1.7.1. Board of Directors self-review
 - 2.1.1.1.7.2. Review of the Senior Pastor
 - 2.1.1.1.7.3. Review for approval the HR Manual for the following fiscal year
- 2.1.1.1.8. June
 - 2.1.1.1.8.1. Approve budget for next fiscal year

- 2.1.1.1.8.2. Approve slate of candidates for board election
- 2.1.1.1.8.3. Compile Board of Directors report for July Congregational meeting
- 2.1.1.1.8.4. Approve agenda for July Congregational Meeting
 - 2.1.1.1.8.4.1. Submit Board Members, Budget, and Agenda to be distributed three weeks prior to July meeting
- 2.1.1.1.8.5. Approve the 75% of total pay for the upcoming fiscal year be designated as housing deduction from income for all Called workers per IRS requirements
- 2.1.1.1.9. July
 - 2.1.1.1.9.1. Congregational Meeting to be held next to last Sunday
 - 2.1.1.1.9.1.1. Vote on Budget
 - 2.1.1.1.9.1.2. Vote on new board members
- 2.1.1.2. Regularly participate in the worship and educational life of the congregation.
- 2.1.1.3. Undertake personal spiritual disciplines for the development of their own faith lives.
- 2.1.1.4. Respect their time together by honoring their commitments and being prepared for Board meetings.
- 2.1.1.5. Attend Board meetings regularly.
 - 2.1.1.5.1. Should it be necessary to miss a meeting, Directors shall inform the Board Chairman.
 - 2.1.1.5.2. Board members having two or more consecutive unexcused absences may be removed from the Board.
- 2.1.1.6. Work to expand their leadership abilities and increase their understanding of the mission and ministry of Trinity Lutheran Church and School.
- 2.1.1.7. Become familiar with this policy manual.
- 2.1.1.8. Actively participate in Board meetings, special briefings and policy decision-making.
- 2.1.1.9. Make informed decisions by insisting on complete and accurate information.
- 2.1.1.10. Support all decisions once they have been fully discussed and resolved by the Board and speak with one voice.
- 2.1.1.11. Be involved in the mission and ministries of the congregation, by seeking opportunities where individual skills and abilities can be applied outside the Board.
- 2.1.1.12. Relate to other individuals with integrity, honesty and straightforwardness by actively listening, not interrupting and staying in relationship with each other even in conflict.
- 2.1.1.13. Actively discipline themselves and other members of the Board by identifying Board actions and conditions that run counter to these policies.
- 2.1.1.14. Bring to the Senior Pastor's immediate attention any condition or action that they believe exceeds any Senior Pastor Parameter.
- 2.1.1.15. Keep Board documents and discussions confidential, unless given permission by the Board acting as a whole. However, the Board Governing Manual, Board approved minutes (excepting those of executive sessions) and audited financial statements do not require

- permission as long as any Board discussion or information related to these documents remain confidential.
- 2.1.1.16. Be familiar with and put into practice any specific policies developed to guide the behavior of members of the Board.
 - 2.1.1.17. Not hinder the Board process due to individuals dominating, disruptive or destructive behavior.
 - 2.1.1.18. Exercise their powers in the interests of the congregation and not in the director's own interests or another person (including a family member) or organization.
 - 2.1.1.18.1. Conflicts of Interest
 - 2.1.1.18.1.1. Conflicts of interest may be financial, moral, political or otherwise.
 - 2.1.1.18.1.1.1. Conflicts of interest arise when a Board member:
 - 2.1.1.18.1.1.1.1. Stands to gain or lose because of a board action.
 - 2.1.1.18.1.1.1.2. Has a fiduciary duty or close personal or business relationship to any person or organization that stands to gain or lose because of a board action.
 - 2.1.1.18.1.1.1.3. Cannot set aside his or her personal preferences as an individual consumer of the congregation's services to vote on behalf of the whole congregation and its mission.
 - 2.1.1.18.1.1.1.4. Faces any other situation that creates or appears to create divided or conflicting loyalties.
 - 2.1.1.18.1.2. If an item of business arises in which a conflict of interest exists, the affected member shall disclose the conflict and may be asked to withdraw from the meeting while the item is under discussion or voted on.
 - 2.1.1.18.1.3. The Board shall annually require its members to disclose in writing all existing or foreseeable conflicts of interest. Disclosure documents shall be kept on file in the church office and made available by one of the Executive Board members to any member of the congregation who requests them.
 - 2.1.1.19. A member of the Board who violates any policy shall be counseled by the Chairman. Should violations continue, the member shall be counseled by the Executive Committee and then the Board as a whole. Decisions concerning continued service to the Board by any member who continues to violate policy after such counseling shall require a 2/3 majority vote of the Board.
 - 2.1.1.20. Should the Chairman of the Board violate policy, it shall be the responsibility of the Vice-Chairman to initiate such counsel.

2.2. ENUNCIATING GOVERNING POLICIES AND VALUES

The Board shall maintain written policies of four types.

- 2.2.1. Policies with respect to Desired Outcomes (Strategic Direction) Affirmative statements setting forth the purposes, effects and acceptable cost of operations.
- 2.2.2. Policies with respect to Board Self Governance Clarifying statements about the responsibilities of the Board.
- 2.2.3. Policies with respect to Senior Pastor Parameters Limiting statements that bind ministry implementation.
- 2.2.4. Policies with respect to Board and Senior Pastor Relationship Clarifying statements about delegation to and monitoring of management.

2.3. GOVERNING PROCESS

- 2.3.1. Scope of Activities - All activities of the Board, its officers, committee(s) or members shall relate to the specific responsibilities of the Board as formally adopted at Board meetings. Board members are constrained by this principle.
- 2.3.2. Group Action - The Board shall exercise its governing authority as a whole. No individual Board member shall exercise such authority except as instructed by the Board.
- 2.4. Policy Development - The Board policies are to be active and dynamic. They are meant to be changed and refined regularly, based on the intent of each section, the values of the Board, and the changing context within which the congregation functions.
 - 2.4.1.1. Resolutions - The Board will pass resolutions for specific actions only when those actions are required by these policies, law or the by-laws or will affect only the Board.
 - 2.4.1.2. Executive Actions - All Board decisions governing actions of the Senior Pastor shall be done through policy. Any actions taken or contemplated by the Senior Pastor or any which may be or have been approved through the Senior Pastor, will only be considered in light of the appropriate governing policies. The Board will only review the policies for their soundness as a test of ethical and prudent behavior, and will not dictate what appropriate actions are except for compliance with policies.
 - 2.4.1.3. Policy Review - Any Board member, the Senior Pastor or Voter's Assembly may ask for a review of specific policies. However, never does the responsibility for effective and appropriate policies rest with anyone other than the Board.
 - 2.4.1.4. Policy Review Schedule - The Board shall establish an annual policy review calendar to coordinate the review of every policy at least once a year. They will make every effort to coordinate the calendar with the business cycles of the congregation, reviewing appropriate policies just prior to management actions for decisions.
- 2.4.2. Fiscal Responsibility - The Board's fiscal responsibility shall be discharged by:
 - 2.4.2.1. Establishing policies limiting Senior Pastor financial authority, budget development and control of assets.
 - 2.4.2.2. The Board shall establish a line of credit for short-term debt (to be used by the Senior Pastor for operational needs).

- 2.4.2.3. Monitoring the fiscal soundness of Trinity Lutheran Church and School.
- 2.4.2.4. Systematically monitoring compliance with these policies.
- 2.4.2.5. However, the Board shall not:
 - 2.4.2.5.1. Incur long-term debt.
 - 2.4.2.5.2. Buy, sell, mortgage or transfer real estate.

3. ELECTION OF DIRECTORS

The number of Directors shall not exceed 7. Directors shall be elected on a rotation basis with approximately one third of the Board being elected each year.

- 3.1.1. Nominating Committee
 - 3.1.1.1. A Nominating Committee, consisting of the Vice-Chair and two other Directors appointed by the Board shall be chartered each year at the regular meeting of the Board in April. The Senior Pastor shall serve as an ex officio member of this committee.
 - 3.1.1.2. The Nominating Committee shall be chaired by the Vice-Chair of the Board.
 - 3.1.1.3. The Nominating Committee shall solicit, and receive the names of prospective candidates from the Board or any member of Trinity Lutheran Church and School.
 - 3.1.1.4. The Nominating Committee shall develop a recommended slate of “qualified” candidates (see 2.4.2.1.) to fill the upcoming vacancies (approximately one third of the Board). The Nominating Committee will present the slate to the congregation at least three weeks prior to the Annual Voters meeting in July.
- 3.1.2. Qualifications and Other Considerations
 - 3.1.2.1. In preparing its recommended slate of candidates for Board membership, the Nominating Committee must seek candidates who:
 - 3.1.2.1.1. Are willing and able to support the Mission, Vision, Critical Targets and Core Values of Trinity Lutheran Church and School.
 - 3.1.2.1.2. Understand and support the basic concepts of Policy Based Governance.
 - 3.1.2.1.3. Are visionary.
 - 3.1.2.1.4. Have had sufficient years of experience in the ministry of Trinity Lutheran Church and School or in another congregation.
 - 3.1.2.1.5. Regularly participate in the worship and educational life of Trinity Lutheran Church and School.
 - 3.1.2.1.6. Undertakes personal spiritual disciplines for the development of their own faith lives.
 - 3.1.2.1.7. Are good communicators
 - 3.1.2.1.8. Can effectively represent the concerns of the “Stewards” of Trinity Lutheran Church and School.
 - 3.1.2.1.9. Are able to accept the responsibilities of Directorship as delineated in Policy Section 2.1.
 - 3.1.2.2. The Nominating Committee shall take into consideration diversity issues (race, ethnicity, gender, age) in determining its recommended slate.

- 3.1.2.3. The Nominating Committee shall take into consideration the current composition of the Board in determining its recommended slate.
- 3.1.3. Election
 - 3.1.3.1. Election of Directors shall take place each year at the Annual Voters meeting of Trinity Lutheran Church and School in July.
 - 3.1.3.1.1. When presenting the slate to Trinity Lutheran Church and School, the Nominating Committee shall include: The list of criteria used to qualify nominees; and information regarding each nominee which addresses the qualifying criteria.
 - 3.1.3.2. The Congregation shall elect only Directors who have been deemed qualified by the Nominating Committee.
- 3.1.4. Terms of Service
 - 3.1.4.1. A term of service for a Board Member shall be three years.
 - 3.1.4.2. Board members may not serve more than two consecutive terms and if appointed to fill a vacancy, may not stand for re-election if another term would extend their service to more than six years.
 - 3.1.4.3. Approximately one third of the Board shall be elected each year to assure continuity of service and experience on the Board.
 - 3.1.4.3.1. In keeping with Policy 2.4 the number of Directors shall not exceed 7; no more than three Directors shall be elected in any given year.
 - 3.1.4.3.2. Should the number of Board members or their terms of service fall out of alignment with Policy 2.4.4.1. and 2.4.4.2.3. No other process shall be used for realignment except the election process as outlined in these policies.
- 3.1.5. Vacancies
 - 3.1.5.1. Vacancies that occur on the Board of Directors shall be filled in accordance with applicable provisions of the Bylaws. However, only individuals deemed “qualified” by the Nominating Committee may be appointed to fill a vacancy.
 - 3.1.5.2. Appointment to fill a vacancy on the Board shall always be to complete an unexpired term and in no case shall such an appointment work in contradiction to the election of approximately one third of the Board each year.
 - 3.1.5.3. Every effort shall be made to fill vacancies within three months of their occurrence. However, if there is less than one year of service left in the term, the position may remain vacant until it is filled through the election process.
- 3.1.6. Board Member Orientation
 - 3.1.6.1. The Board Chairman in conjunction with the Senior Pastor shall not fail to annually provide policy based training for board members.

3.2. BOARD SELF-REVIEW

In order to discipline itself and its efforts, the Board will conduct an annual self-review. The Board will discuss the following and identify areas for improvement.

- 3.2.1. The annual self-review of the Board of Directors shall focus on:

- 3.2.1.1. The Board's openness and communication among its members.
- 3.2.1.2. The Board's openness and communication with the Senior Pastor.
- 3.2.1.3. The Board's ability and skill in developing and monitoring policy.
- 3.2.1.4. The Board's adherence to policy.

3.3. OFFICERS OF THE BOARD

- 3.3.1. Officers of the Board shall be a Chairman, Vice-Chairman, and Secretary.
- 3.3.2. The Board shall elect its own officers.
- 3.3.3. The responsibilities of the officers shall be:
 - 3.3.3.1. CHAIRMAN - The Chairman shall:
 - 3.3.3.1.1. Serve on the Executive Committee of the Board.
 - 3.3.3.1.2. Work with the Executive Committee and Senior Pastor to establish the agenda for all meetings of the Board of Directors and Congregational Assemblies.
 - 3.3.3.1.3. Preside at all meetings of the Board of Directors and Congregational Assemblies.
 - 3.3.3.1.4. Initiate counsel with any member of the Board who violates policy ensuring that policy 2.1.1.18. is followed.
 - 3.3.3.1.5. Take appropriate actions which may not be stipulated but essential for the thorough management of the Board's work so long as those actions are not in violation of other Board policies.
 - 3.3.3.1.6. Assume responsibility for overseeing the work of the Executive Committee.
 - 3.3.3.1.7. Hold the Board accountable for policy based governance
 - 3.3.3.2. VICE-CHAIRMAN - The Vice-Chairman shall:
 - 3.3.3.2.1. Serve on the Executive Committee of the Board.
 - 3.3.3.2.2. Preside at all meetings of the Board of Directors and Congregational Assemblies when the Chairman is absent or when requested to do so by the Chairman of the Board.
 - 3.3.3.2.3. Serve as chairman of the nominating committee
 - 3.3.3.2.4. Initiate counsel with the Chairman of the Board should the Chairman violate policy ensuring that policies are followed.
 - 3.3.3.3. SECRETARY - The Secretary Shall:
 - 3.3.3.3.1. Maintain the minutes of all meetings of the Board of Directors and the governing manual ensuring that a current copy is available at every board meeting.
 - 3.3.3.3.2. Conduct all official correspondence of the Board.
 - 3.3.3.3.3. Be thoroughly familiar with the congregation's constitution and bylaws and serve as the primary resource to the board and congregation for questions concerning the same.

3.4. EXECUTIVE COMMITTEE OF THE BOARD

- 3.4.1. The Chairman, Vice-Chairman and Secretary of the Board shall constitute the Executive Committee of the Board. The senior Pastor shall be an ex-officio member of the Executive Committee.

- 3.4.1.1. Members of the Executive Committee shall attend its meetings regularly, not missing any part of two consecutive meetings.
- 3.4.1.2. The Executive Committee shall be responsible for creating the agenda and docket.
- 3.4.2. The Executive Committee may act on behalf of the Board in all matters delegated to it by specific action or by policy of the Board. Actions of the Executive Committee shall be reported to the Board at the next meeting of the Board of Directors.
 - 3.4.2.1. Subject to the following Parameters, the Executive Committee shall possess and exercise all the powers of the Board of Directors during the intervals between meetings.
 - 3.4.2.2. The Executive Committee shall not:
 - 3.4.2.2.1. Recommend to members any action requiring their approval.
 - 3.4.2.2.2. Establish or modify governing policies.
 - 3.4.2.2.3. Change the membership of any committee of the board at any time or fill vacancies therein.
 - 3.4.2.2.4. Discharge any committee of the board either with or without cause at any time.
 - 3.4.2.2.5. Sell Stock
 - 3.4.2.2.6. Discharge any Board fiscal responsibilities as detailed in policies.
- 3.4.3. The responsibilities of the Executive Committee on an ongoing basis are as follows:
 - 3.4.3.1. The executive Committee shall consistently advise the Senior Pastor of his performance, conduct the Senior Pastor's annual performance appraisal and report to the Board when it has been completed.
 - 3.4.3.1.1. In addition to other information they may seek in conducting the performance appraisal, the Executive Committee may once or twice a year, interview all key management personnel concerning the performance of the Senior Pastor. The Executive Committee shall guarantee anonymity when reporting this information to the Senior Pastor or to the Board.
 - 3.4.3.1.2. The Executive Committee shall share the information gathered through interviews with the Senior Pastor and allow him to respond as he feels the need.
 - 3.4.3.2. Planning the program and agenda for Board meetings creating an annual docket that ensures all items are addressed annually.
 - 3.4.3.3. Sign all legal documents (by at least 2 of the 3 members of the Executive Committee). A legal document is defined as any contract or binding agreement that has a value of \$15,000 or greater. (Legal documents include: building insurance, health insurance, tuition processing, AC units, cafeteria plan, and checks, etc.)

3.5. COMMITTEES OF THE BOARD

The Board may appoint committees, but always consistent with the following principles:

- 3.5.1. Committee responsibilities shall flow directly from the Board's description of its job, shall be set forth in a formal written charge with an appropriate period for

existence and shall not impinge upon responsibilities delegated to the Senior Pastor.

- 3.5.2. Committees of the Board shall not manage any part of Trinity Lutheran Church and School, nor do staff work, except when that work is on a topic that is fully within the province of the Board and has not been delegated in any way to the Senior Pastor.
- 3.5.3. Except when empowered by the Board, committees shall have no executive or deciding authority. At all other times they will strive to develop policy only.

3.6. RESPONSIBILITIES TO THE STEWARDS OF THE CONGREGATION

The Board's responsibilities to the Stewards are:

- 3.6.1. Conduct Annual Voter's Meetings.
- 3.6.2. Inform the Stewards of the degree of success in meeting the Desired Outcomes (Strategic Direction) of Trinity Lutheran Church and School.
- 3.6.3. Solicit input annually on the appropriateness of the Desired Outcomes (Strategic Direction) Policies.
- 3.6.4. Identify and establish relationships with groups that have the potential to have a felt Stewardship in Trinity Lutheran Church and School.

3.7. DIALOGUE WITH STEWARDS

The main responsibility of the Board of Directors is to represent the Stewards of Trinity Lutheran Church and School. This is primarily done through the development of the definition of the Desired Outcomes (Strategic Direction) The Board recognizes that there is no single "owner" of Trinity Lutheran Church and School, nor any single group that is the "owner." It is the Board's responsibility to actively identify segments of people that have a felt ownership in Trinity Lutheran Church and School, and ask for input on Desired Outcomes (Strategic Direction). This goes beyond the Board's responsibility to the Stewards, and requires further action by the Board. To fulfill this obligation:

- 3.7.1. The Board will yearly identify Trinity Lutheran Church and School's key Stewards segments.
- 3.7.2. Stewards may request, from the chairman of the board, an allotted time to address the board at the beginning of regular board meetings.
- 3.7.3. The Stewards dialogue will center on the three central questions.
 - 3.7.3.1. Who are the Targeted Served of Trinity Lutheran Church and School?
 - 3.7.3.2. What are the Outcomes for this Targeted Served?
 - 3.7.3.3. What should be the cost for these Outcomes?

3.8. BOARD AGENDA STRUCTURE

- 3.8.1. The Board shall establish a basic structure for its meetings to assist the Board and Senior Pastor in processing information in a way that allows them to maintain a policy based orientation.

- 3.8.2. This Board agenda structure shall work in tandem with the policy review and docket calendar. Additional items may be added as needed.
- 3.8.3. Only members of the Board, its officers, invited guests and presenters shall be seated at the Board table.
- 3.8.4. All Board meetings shall include time for Board Education to increase the Board's competence for carrying out its responsibilities.
- 3.8.5. The Board agenda shall consist of the following sections. All Board meetings shall follow a basic agenda format.
 - Opening
 - Board Education
 - Board Business
 - Adjournment
- 3.8.5.1. The agenda shall not include requests for the Board to act on management items.
- 3.8.5.2. The Board agenda packet shall consist of the agenda, all reports and supporting material and shall be distributed to all Board members no later than five days in advance of the Board meeting.

4. SENIOR PASTOR PARAMETERS

The Senior Pastor shall lead and direct the spiritual, programmatic and administrative work of the church and is hereby delegated authority and responsibility to make all operational decisions, adopt administrative procedures, and allocate congregational resources. There are constraints placed on the Senior Pastor's efforts to achieve the Desired Outcomes. These Mega-Parameters are further defined by the sections that follow it. Each section is further limited by all other sections. Unless restricted in the Senior Pastor Limitation Policies, all actions are acceptable.

4.1. MEGA-PARAMETERS

When representing Trinity Lutheran Church and School, the Senior Pastor and staff shall not act in a manner that is unethical, imprudent, illegal or inconsistent with the Holy Scripture, the Lutheran Confessions, the Articles of Incorporation, the Constitution and Bylaws and Policies of Trinity Lutheran Church and School.

4.2. COMMUNICATION AND SUPPORT TO THE BOARD

- 4.2.1. The Senior Pastor shall not permit the Board to be uninformed or unsupported in its work.
- 4.2.2. The Senior Pastor shall not allow the Board to be unaware of:
 - 4.2.2.1. Relevant trends.
 - 4.2.2.2. Anticipated adverse media coverage.
 - 4.2.2.3. Firing of full-time staff.
 - 4.2.2.4. Lawsuits against Trinity Lutheran Church and School.
 - 4.2.2.5. Death or serious illness of staff.
 - 4.2.2.6. Changes in the assumptions on which any Board policy has been established.
 - 4.2.2.7. Crises affecting the work, health or safety of staff.

- 4.2.2.8. Synodical policy and doctrinal issues.
- 4.2.2.9. Conditions that could have a major impact on a major ministry of the congregation.
- 4.2.2.10. Allegations against anyone in a ministry capacity.
- 4.2.2.11. Any report of abuse or sexual misconduct alleged against any paid or volunteer staff (within 24 hours of first notice).

4.3. FINANCIAL

- 4.3.1. The Senior Pastor shall not cause or allow a financial plan which:
 - 4.3.1.1. Develops a fiscal year budget after the beginning of the fiscal year.
 - 4.3.1.2. Is built on unsound assumptions about financial conditions. Financial conditions are defined as projected earnings/contributions, operating costs, other income/expense, and transfers from investment income.
 - 4.3.1.3. Continues without review and appropriate adjustments whenever any one or more of the assumptions of financial conditions under which it was constructed changes by 10% or more on a prorated basis for a two month time period.
 - 4.3.1.4. Allows an unsound financial condition which jeopardizes the achievement of the Governing Manual policies.
- 4.3.2. The Senior Pastor shall not allow the use of any planned giving receipts which deviates from the written Planned Giving Gifts guidelines.
- 4.3.3. The Senior Pastor, in reporting financial activities and position, shall not allow deviation from generally accepted accounting principles as established by the Financial Accounting Standards Board (FASB) and the American Institute of Certified Public Accountants.
- 4.3.4. The Senior Pastor shall not allow the investment of any financial assets which deviates from the written Investment Policy. (See appendices)
- 4.3.5. The Senior Pastor shall not borrow funds (from dedicated funds or an outside source) for working capital unless directed by the Board of Directors.
- 4.3.6. The Senior Pastor shall not fail to use dedicated funds for their designated purposes at his discretion up to \$25,000. The Senior Pastor shall not fail to receive Board of Director approval for use of designated funds over \$25,000.
- 4.3.7. The Senior Pastor shall not set up any permanent restricted funds for less than \$250,000.
- 4.3.8. The Senior Pastor shall ensure that a bid process with at least 3 bids is conducted, whenever possible, with any purchase of \$15,000 or more.

4.4. CONGREGATIONAL STRUCTURE

- 4.4.1. The Senior Pastor shall not allow a structure that has a neutral or negative effect on the Desired Outcomes (Strategic Direction) of Trinity Church and School.
 - 4.4.1.1. The Senior Pastor shall not operate without a written plan for succession.
 - 4.4.1.1.1. Senior Pastor Succession Plan
 - 4.4.1.1.1.1. Call the district to inform them of the vacancy and receive direction
 - 4.4.1.1.1.2. Designate Executive Director interim chief decision maker for present and future operations

- 4.4.1.1.1.3. Appoint a call committee
- 4.4.1.1.1.4. Call PLI, Pastoral Leadership Institute, for a list of candidate recommendations
- 4.4.1.1.1.5. Interview candidates
- 4.4.1.1.1.6. Make a recommendation for the congregation to vote on
- 4.4.1.2. The Senior Pastor shall not fail to provide a plan for executive leadership in the case of emergency or unexpected absence.
- 4.4.1.3. The Senior Pastor shall not fail to provide a plan with a marketing plan by September of each year.

4.5. PERSONNEL

- 4.5.1. The senior Pastor shall not allow Trinity Lutheran Church and School to operate without effective, established Personnel Policies.
 - 4.5.1.1. Personnel Policies shall not:
 - 4.5.1.1.1. Deviate from local, state or federal law or regulations in the ethical treatment of employees.
 - 4.5.1.1.2. Be in conflict with the effective day-to-day operation of Trinity Lutheran Church and School.
 - 4.5.1.1.3. Fail to establish an effective, written Conflict of Interest Policy for the staff.
 - 4.5.1.1.4. Impair the dignity, safety, and right to ethical job-related dissent of employees. Grievances by employees shall receive fair, internal hearing through procedural safeguards.
- 4.5.2. The Senior Pastor shall not allow positions to be undefined or position descriptions that inaccurately reflect the responsibility and tasks assigned to the position.
 - 4.5.2.1. The Senior Pastor shall not fail to assure background checks are completed for staff before employment begins.
 - 4.5.2.2. The Senior Pastor shall not fail to assure background checks are completed for volunteers with significant contact with minors.
- 4.5.3. The Senior Pastor shall not allow positions to exist where there are inadequate resources available for a qualified person assigned the position to succeed.
- 4.5.4. The Senior Pastor shall not allow the Senior Pastor's position description to assume authority that is clearly delegated to some other entity or person.
- 4.5.5. The Senior Pastor shall not fail to conduct annual staff evaluations for departments and ensure that all staff are evaluated annually.
- 4.5.6. The Senior Pastor shall not fail to inform the staff of the process being used to make decisions except to maintain the personal privacy of those being served or as required by law or these Policies.
- 4.5.7. The Senior Pastor shall not fail to take a paid Sabbatical Leave of one month every seven years of service to Trinity Lutheran Church.

4.6. COMPENSATIONS

- 4.6.1. The senior Pastor shall not allow compensation that does not fall within the ranges as identified in the Human Resource Manual.

4.7. PLANNING

- 4.7.1. The Senior Pastor shall not allow the development of an Operational Plan that fails to consider Desired Outcomes (Strategic Direction).
- 4.7.2. The Senior Pastor shall not allow the staff to begin a new fiscal year without previewing and updating its Operational Plan.
- 4.7.3. The Senior Pastor shall not fail to annually submit to the Board of Directors in August an annual plan for the maintenance and upkeep of the facilities and properties of Trinity Lutheran Church and School.

4.8. MINISTRY PROGRAM

- 4.8.1. The Senior Pastor shall ensure Trinity's vision of "An Inviting Community, Worshipping Christ, and Growing Together" directs all operational decisions.
- 4.8.2. The Senior Pastor shall not allow programs and other services which do not contribute to the achievement of the Desired Outcomes.
- 4.8.3. The Senior Pastor shall not fail to annually survey both church members, school families and staff to provide feedback about the state of the ministry.

4.9. LONG RANGE OUTLOOK

- 4.9.1. The Senior Pastor shall not fail to conduct and present to the Board of Directors an annual long range outlook study.
- 4.9.2. The Senior Pastor shall not develop a long range outlook study that fails to consider Desired Outcomes (Strategic Direction).
- 4.9.3. The Senior Pastor shall not develop a long range outlook study that fails to consider and identify the changes in the climate and conditions that affect Trinity Lutheran Church and School.

4.10. CRISIS MANAGEMENT PLAN

- 4.10.1. The Senior Pastor shall not allow the congregation to operate without a detailed written operational Crisis Management Plan.
- 4.10.2. The Senior Pastor has the authority and responsibility to make immediate operational decisions to maintain the safety/security of Trinity Lutheran Church and School from imminent risk and report actions to the Board of Directors within 48 hours.
- 4.10.3. The Senior Pastor shall not fail to annually provide the Board of Directors with a response plan to an active shooter on the campus in the Crisis Management Plan and review such plan annually with the Strategic Leadership Team.
- 4.10.4. The Senior Pastor shall not fail to annually provide the Board of Directors with a listing of who has been authorized to carry a firearm in accordance with Trinity's Church and School Crisis Management Plan, indicate that proper insurance for such persons is in place, and that such persons have been provided with appropriate training.

4.11. GIFTS AND BEQUESTS

- 4.11.1. The Senior Pastor shall not fail to develop a plan to promote and receive gifts and bequests for the ministry.
- 4.11.2. The Senior Pastor shall not permit Trinity Lutheran Church and School to accept gifts and bequests that run counter to the congregation's values and policies and that have a neutral or negative effect on the Desired Outcomes (Strategic Direction).
- 4.11.3. The Senior Pastor shall not allow the congregation to accept gifts and bequests that are too restrictive.
- 4.11.4. The senior pastor shall ensure that all Undesignated estate gifts are deposited into the Legacy Fund.

5. BOARD AND SENIOR PASTOR PARTNERSHIP

5.1. MANNER OF DELEGATING

- 5.1.1. The function of the Board of Directors is to develop, monitor and enforce policy, not to implement it.
- 5.1.2. Except for assignments of its own to work to committees, consultants or officers the Board of Directors shall delegate authority only to the Senior Pastor. Any other subordinate employee or entity operating with the authority of the congregation shall receive that authority from the Senior Pastor or a person assigned such authority by the Senior Pastor.
 - 5.1.2.1. The Board of Directors shall relate to all operational (paid and volunteer) staff officially only through the Senior Pastor.
 - 5.1.2.2. Members of the Board of Directors shall be prudent in their contact with staff and shall keep the Senior Pastor informed about significant contacts they have with any staff member.
- 5.1.3. The Board of Directors shall address only broad levels of issues in policies of purpose or governance policies leaving lesser levels (i.e. operational policies) to the discretion of the Senior Pastor. The Senior Pastor may develop operational guidelines, rules or procedures and may make decisions in any way the Senior Pastor deems appropriate as long as governing policies adopted by the Board of Directors are observed. Operational Policy and Procedure will be reviewed by the Board.
- 5.1.4. The Authority of the Senior Pastor shall begin where the explicit pronouncements of the Board of Directors end. Except as required by governing policies or law, decisions of the Senior Pastor do not need approval by the Board of Directors.

5.2. ACTIONS REQUIRING BOARD OF DIRECTORS APPROVAL

This is a listing of the actions that need Board of Directors approval, as delineated through other governing documents or these policies.

- 5.2.1. Board of Directors Decisions: These are the areas that are left to specific Board of Directors approval because of their unique nature, or requirement of the Board of Directors.
 - 5.2.1.1. Election of Officers of the Board of Directors.
 - 5.2.1.2. Selection of the auditor for an annual review.
 - 5.2.1.3. Receipt and review of financial audits.
 - 5.2.1.4. Appointment of Legal Counsel.
 - 5.2.1.5. Sale of assets with a value of greater than \$5,000
 - 5.2.1.6. Review and confirm Senior Pastor's appointees to serve as a Trinity Elder.
 - 5.2.1.7. Review and confirm Senior Pastor's appointees to serve as Trinity's delegates at LCMS conventions.
- 5.2.2. While the Board of Directors has wide ranging responsibility and authority to give direction to the ministry of the congregation, it shall not:
 - 5.2.2.1. Call or remove called workers
 - 5.2.2.2. Undertake capital campaigns
 - 5.2.2.3. Incur long term debt
 - 5.2.2.4. Buy, sell, mortgage or transfer real estate
 - 5.2.2.5. Execute a merger or dissolution of the congregation or school
 - 5.2.2.6. Amend the church's constitution or the Bylaws

5.3. SENIOR PASTOR FUNCTION

The Senior Pastor shall:

- 5.3.1. Be empowered to take all actions and make all administrative decisions that are deemed necessary to attain congregational results except (a) actions which are not in accordance with Trinity Lutheran Church and School's Desired Outcomes (Strategic Direction), (b) violation of law, applicable regulations, orders of courts or commonly accepted business and professional ethics, and (c) violation of Articles of Incorporation and Bylaws or specific further Senior Pastor Parameters stated by the Board of Directors in policies.
- 5.3.2. Develop operational guidelines, rules of procedures and make decisions the Senior Pastor deems appropriate as long as governing policies adopted by the Board of Directors are observed.

5.4. SENIOR PASTOR ACCOUNTABILITY

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

- 5.4.1. Achievement of Trinity Lutheran Church and School's Desired Outcomes (Strategic Direction) through personal and staff action.
- 5.4.2. Compliance of personnel and staff actions to limits established in the Senior Pastor Parameters Policies.
- 5.4.3. Provision of adequate counsel to the Board of Directors through personal and staff action, including counsel on social, legal, and other changes relevant to the Board of Director's decision areas.

- 5.4.4. Defining and refining the Senior Pastor's position description within the personnel constraints.
- 5.4.5. Relating with integrity, honesty, and straightforwardness to the Board of Directors.

5.5. EXCEEDING SENIOR PASTOR PARAMETERS

From time to time, Senior Pastor Limitation Policies may be exceeded. When this happens, the Board of Directors will take appropriate action. The Senior Pastor is to take initiative and responsibility to monitor, inform, and correct as well as develop preventative systems for, exceeding Parameters.

- 5.5.1. The Senior Pastor shall give immediate notice to the chairman of the Board of Directors 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.
- 5.5.2. If the exceeded Senior Pastor Limitation is immediately correctable, the Senior Pastor shall take the necessary action within policies and report the results to the Board of Directors.
 - 5.5.2.1. If the exceeded Senior Pastor Limitation is not immediately correctable, the Senior Pastor shall establish and implement corrective actions, reporting them and gaining approval of a deadline for complete correction from the Board of Directors.
 - 5.5.2.1.1. The Senior Pastor shall continue to report in a timely fashion on the actions taken and their results until the exceeded Senior Pastor Limitation is corrected.
 - 5.5.2.1.2. The Senior Pastor shall give immediate notice when it is recognized that a deadline will be missed, and a new plan for action if the delay is excessive.
 - 5.5.2.2. The Senior Pastor may use internal or external resources to correct the exceeded Senior Pastor Limitation without violating the Senior Pastor Parameters Policies.
 - 5.5.2.3. The Board of Directors shall review any Senior Pastor Limitation. Policy that has been exceeded for its soundness as a test of ethical and prudent behavior.
- 5.5.3. The Board of Directors shall not allow one time exceptions to policies. If an action is acceptable under certain conditions, then those conditions shall be stated in the policy.
- 5.5.4. The Senior Pastor shall develop or improve processes to avoid recurrence of any exceeded Senior Pastor Parameters and report the results to the Board.
- 5.5.5. After the repeated recurrences of exceeding Senior Pastor Parameters, the Chair will conduct: (1) a performance evaluation of the Senior Pastor within 30 days of the last infraction and (2) a discussion with the full Board of Directors about the Senior Pastor's Performance.

5.6. MEANS OF MONITORING

The Board of Directors shall employ these avenues of monitoring.

- 5.6.1. Management Reports - These are periodic statements and overviews which provide information and counsel to the Board of Directors on programs, trends, and developments that may affect the Board of Director's work and which report on the Senior Pastor's compliance with Board of Directors policies.
 - 5.6.1.1. The Senior Pastor shall report yearly on the economic, sociological, legal and political conditions and trends in Trinity Lutheran Church and Schools' community.
 - 5.6.1.2. The Senior Pastor shall report at least quarterly on the activities, plans, and outcomes of the congregation.
- 5.6.2. Direct Monitoring - These are the actions used to confirm compliance with the Board of Directors Policies in all four policy areas. The Senior Pastor shall:
 - 5.6.2.1. Report at least yearly to the Board of Directors on the progress achieved towards the Desired Outcomes (Strategic Direction) of Trinity Lutheran Church and School.
 - 5.6.2.2. Provide to the Board of Directors at least a preliminary previous monthly statement and a completed financial statement for 2 months prior to the current meeting organized and presented around the financial conditions policy.
 - 5.6.2.3. Provide to the Board of Directors current financial plans as they are developed or modified.
 - 5.6.2.4. Provide to the Board of Directors the current criteria established for the financial standards.
 - 5.6.2.5. Provide to the Board of Directors the current personnel policies and revisions as they occur.
 - 5.6.2.6. Provide to the Board of Directors new congregational structures as they are developed with an explanation of the responsibilities assigned.
 - 5.6.2.7. Provide to the Board of Directors each long-term outlook study after it is developed.
 - 5.6.2.8. Annually review the plan for crisis management, and provide the Board of Directors with a copy of such plan.
 - 5.6.2.9. Provide to the Board of Directors summaries of each new program and service as they are developed.

Appendices

Board of Directors Governing Manual

Candidate Information Form

Appendix 6:

Pastor Evaluation Form

Appendix 7:

Investment Policies

Appendix 5 Board Candidate Nomination Form

**Trinity Lutheran Church & School
Board of Directors Nomination Form**

Name of person being nominated

Home Phone

Cell Phone

Work Phone

Email Address

The reasons I believe this person is qualified to give leadership to our congregation as a member of the Board of Directors.

I have spoken with this person and he or she is willing to be considered for nomination and will serve if elected. I believe this person demonstrates the qualities needed for the Board of Directors and should be considered a candidate for nomination.

Signature of nominator

Date

Phone number

**Trinity Lutheran Church & School
Board of Directors
Candidate Information Form**

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Email: _____

Occupation: _____ Place of employment: _____

Please list past and present involvement in ministries either here at Trinity or in another congregation.

Ministry	Your Position	Church/Location	Years Involved	Still Active?

List your involvement, if any, in District or Synod activities such as convention delegate, committees, task forces, etc.

Activity	District or Synod?	Years Involved	Still Active?

What are your spiritual gifts and passions?

What strengths would you bring to the Board of Directors?

I understand the qualifications and responsibilities of membership on the Board of Directors. I am willing to be nominated and, if elected, would be willing to serve.

Candidate Signature

Date

Appendix 6 Pastor Evaluation Form

Trinity Lutheran Church & School Board of Directors Pastor Annual Evaluation Form

Pastor: _____

Years in Ministry at Trinity: _____ To LCMS: _____

Evaluation Period – FY 20____-20____

Date of Evaluation: _____

Rating Scale:

- | | |
|----------------|--|
| 1. Exceptional | Goes beyond; sets the standard for others to follow; always produces beyond the high standards we generally set; always on time or ahead of schedule; collegial; looks for ways to help; always reliable; trustworthy; innovative; considered a positive leader; works independently without supervision. Performance exceeds the congregation's expectations. Achievement is the result of unique performance and is clearly recognized as outstanding. |
| 2. Commendable | Consistently hits the target set; performance is frequently noteworthy; always on time and frequently ahead of schedule; rarely makes excuses; accepts responsibility; trustworthy; attempts innovations; emerging leader; |

can work independently. Performance consistently exceeds requirements.
Overall performance exceeds objectives.

3. Proficient Hits the target set; consistent, predictable performance; reliable; trustworthy; steady; on time; usually does not make excuses; integrity and bearings are acceptable; no problems; requires little supervision. Performance consistently meets, but does not exceed expectations for the position.
4. Developing Can hit the target set; can be unpredictable; usually reliable but can be forgetful, distracted, or slow; always has an excuse for failure to hit target; sometimes needs to be “bailed out” in a problem situation; can define professionalism but rarely performs that way; personal bearing is somewhat sloppy; requires some supervision. Performance does not meet expected levels. Improvement is necessary.

EVALUATION FORM

The Senior Pastor is evaluated on the tasks associated with the office of his public ministry and on his adherence to, and implementation of, the policies found in the Governing Manual of Trinity Lutheran Church.

1. _____ Acts in a manner that is ethical, prudent, legal and consistent with the Holy Scriptures, the Lutheran Confessions, the Articles of Incorporation, the Constitution and Bylaws and Policies of Trinity Lutheran Church and School.
2. _____ Effectively preaches the Word of God in all its' truth and purity, providing proper distinction of both Law and Gospel.
3. _____ Effectively teaches the Word of God through organized Bible study to adult members of the congregation on a weekly basis.
4. _____ Effectively provides pastoral care through regular visits with the elderly, hospitalized and shut-in members of Trinity Lutheran Church.
5. _____ Regularly meets with the Elders of Trinity Lutheran Church, providing effective spiritual leadership and holding them accountable for their respective responsibilities.
6. _____ Provides pastoral counseling for couples who wish to be married and also to members of Trinity Lutheran Church who desire, or are in need of, pastoral counseling in a timely and effective manner.
7. _____ Regularly communicates with the Board of Directors as outlined in Policy 3.2, (Communication and Support to the Board).
8. _____ Conducts all financial business as outlined in Policy 3.3, (Financial).

9. _____ Has a clearly developed and written plan for succession and a plan for executive leadership in the case of emergency or unexpected absence as outlined in Policy 3.4, (Congregational Structure).
10. _____ Effectively administers the personnel policies, procedures and issues of compensation as outlined in Policy 3.5, (Personnel) and 3.6, (Compensation).
11. _____ Effectively plans for the strategic direction of Trinity Lutheran Church and School and annually provides the Board of Directors with a financial budget for the organization and maintenance plan for facilities as outlined in Policy 3.7, (Planning).
12. _____ Sees to the provision of annual surveys to church members, school families and staff to provide feedback about the state of the ministry.
13. _____ Conducts and presents to the Board of Directors an annual long-range outlook study that includes the Desired Outcomes (Strategic Direction) and considers and identifies the changes in the climate and conditions that affect Trinity Lutheran Church and School in accordance with Policy 3.9, (Long Range Outlook).
14. _____ Ensures that a Crisis Management Plan, providing for the safety and security of the organization, is in place for Trinity Lutheran Church and School in accordance with Policy 3.10, (Crisis Management Plan).
15. _____ Effectively administers gifts and bequests as indicated in Policy 3.11, (Gifts and Bequests).
16. _____ Develops operational guidelines, rules of procedures and makes decisions deemed appropriate as long as governing policies adopted by the Board of Directors are observed.
17. _____ Follows the parameters for Senior Pastor Accountability as outlined in Policy 4.4, (Senior Pastor Accountability).
18. _____ Effectively works with the Board of Directors to ensure proper administration of all policies of the Governing Manual.

GENERAL STRENGTHS:

GENERAL AREAS FOR GROWTH:

SUGGESTED AREAS OF SMART GOALS:

Senior Pastor

Board of Directors Chair

Appendix 7 Investment Policies

Trinity Lutheran Church & School Board of Directors Investment Policies

Funds with no short-term (less than one year), foreseeable need, will be invested with a licensed financial advisor whose only direction from the Board will be to invest the funds in moderate to moderately aggressive investments that create a well-diversified, investment portfolio. If a windfall amount is received and is deemed sufficiently large, the Board will invest those funds equally (dollar cost average) on the 1st trading day of the month over a period of three to six months. At no time will a Board member direct the financial advisor to steer money into a specific investment or to even suggest specific investments to the financial advisor, but the Board will instead rely on the financial advisor's professional advice, as a fiduciary, in what investments to be in. The Board will always act solely in the church's best interest in all decisions it makes related to the investment portfolio and will expect the same of the financial advisor charged with making its investment decisions for them.

Established 11/16/2021