

Resurrection Lutheran Church

Governance Policy Manual

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Resurrection Lutheran Church

GOVERNANCE POLICY MANUAL

I. RLC STRATEGIC FOCUS / DIRECTION

A. RLC Mission Statement

By grace through faith in Christ we reach out to all with His love and build each other up for service.

B. RLC Vision Statement

*Resurrection Lutheran Church will strive to be ...
A Growing Christian Community
Developing as Disciples
Faithfully Innovative*

- 1) Resurrection Lutheran Church will be a **growing Christian community** as the Lord adds to His numbers those being saved.

Gathered by the Holy Spirit around the Savior Jesus Christ, we who are many and diverse will be used together as one Body to reach out to all people with the love of Christ through acts of compassionate service and through telling the Good News of Jesus. As a people saved by grace through faith in Christ, we will be a welcoming people who share that same message of grace with all people so they too can receive Christ's acceptance. We will see the mission field ripe for the harvest within our own region of southwest Wake County and as far as the ends of the earth. We will dedicate all that we are in Christ and the resources with which we have been entrusted to expand the loving rule of God.

- 2) Resurrection Lutheran Church will be a community of Christians who are **developing as disciples** of Christ, building one another up to be like Christ.

As we celebrate the sacraments of Baptism and Communion and hear the Good News of Jesus proclaimed, we will be fed and nourished by Christ and receive His forgiveness through faith for eternal salvation. By virtue of the Spirit's working through these means of grace we will be shaped to walk through life the way Jesus walked, using every aspect of our lives to serve God by serving those around us. As we faithfully study God's Word and devote ourselves to prayer, we will explore our God-given gifts and be equipped to use them in impacting lives for Jesus. As the Family of God we will support His design for the Christian home as families raise their children in the love of the Lord. As a community of faith with the presence of Jesus among us, we will live out our Christian lives with one another in loving relationships so that others have a good opinion about our gracious God.

- 3) Resurrection Lutheran Church will be a **faithfully innovative** congregation, willing to try new ways and methods of ministry as we build upon the foundation of our core Lutheran beliefs.

As faithful servants of Christ, we will strive for excellence in all that we do as we bring glory to God. As we grow in numbers and grow as disciples, we will share what we have learned with other congregations and organizations to help further the kingdom of God.

C. RLC Core Value Statements

1. God's Grace

We believe we have a relationship with God only by receiving His undeserved favor in Christ and we seek to share that same message of grace with all people.

2. Biblically Based

We believe the Bible is the inspired Word of God which draws us to Christ our Savior and reveals to us how to confess, teach and live the Christian life.

3. Christ-centered Worship

We believe Christ gives His gifts to us through the spoken, written and sacramental Word and we respond with prayer, praise and thanksgiving.

4. Spiritual Growth

We believe God calls and equips us to grow as disciples of Christ.

5. Servant Minded

We believe we have all received God-given gifts and are compelled by Christ's love to serve Him by serving others.

6. Outreach Focused

We believe we have a mission that lies outside ourselves to share the good news of Jesus with all people through actions and with words.

7. Christian Relationships

We believe the Church is a community of believers gathered by the Spirit to live out our faith in Christ with one another.

8. Family Oriented

We believe the Church supports the Christian home as a key place for nurturing the faith.

II. GOVERNANCE PROCESS

A. Governance Philosophy

The Church Council shall govern with an emphasis on:

- Spiritual vision rather than internal preoccupation;
- Encouragement of diversity of viewpoints;
- Strategic leadership more than operational detail;
- Ends rather than means;
- Clear distinction of Church Council and Senior Pastor roles;
- Collective rather than individual decisions;
- The future rather than the past or present; and
- Being proactive rather than reactive.

The Church Council and the Ministry staff shall be responsible for excellence in governance. The Church Council will not merely react to staff initiatives but shall be the initiator of governance policies that help direct, control and inspire the congregation.

The Church Council will not use the expertise of individual Members to substitute for the judgment of the Church Council as a whole, although the expertise of the individual Members may be used to enhance the understanding of the Church Council as a body.

The overall responsibility of the Church Council is to provide a strong, powerful, and ethical pursuit of the congregation's mission. To that end, the Church Council shall:

- Assure that an Investment Policy, a Conflict of Interest Policy, and a Personnel Policy are established and followed.
- Ensure that the Strategic Focus/Direction (Core Values, Mission, Vision, Critical Targets and Strategic Goals) of the congregation is the driving force for all activities and related ministries.
- Review and update the Strategic Focus/Direction annually.
- Establish Governance Policies for the Church Council.
- Provide oversight of all congregational activities by establishing and monitoring appropriateness of and adherence to limitations that guide the efforts of the Senior Pastor.
- Ensure that the policy and financial decisions, including an annual budget based on input from appropriate functioning ministries and the Senior Pastor, are executed in accordance with the Constitution and Bylaws of the congregation and overall financial health of the congregation.
- Communicate regularly with the Congregation Members the pertinent activities of the Church Council and remain open to communication from the Members.
- Exercise particular concern for the spiritual and physical welfare of the Senior Pastor.
- Exercise concern for all staff, supporting them with prayer, and upon the request of the Senior Pastor, appropriate counsel.

- Oversee the Resurrection Lutheran Church Endowment Fund/Legacy Fund, and approve all uses of the endowment/Legacy funds of the Church pursuant to the Bylaws.

1. Scope of Activities

All activities of the Church Council, its officers, committee(s), Teams, or Members shall relate to the specific responsibilities of the Church Council as formally adopted at Church Council meetings. Church Council Members are governed by the following principles:

- The Church Council acts on behalf of the congregation in all matters delegated to it by the Constitution and Bylaws or by action of the congregation at a Voters' Meeting.
- The Church Council will pass resolutions for specific actions only when those actions are required by law, the Constitution or Bylaws, or will affect only the Church Council.
- Unless the congregation requests, the Church Council shall not:
 - Undertake capital campaigns of any amount greater than 30% of the current year budget.
 - Elect or remove Members of the Church Council except as allowed in the Constitution and Bylaws.
 - Execute a merger or dissolution of the congregation.
 - Execute a merger or dissolution of one or more of the School Ministries.
 - Amend the Church's Constitution or Bylaws except as allowed for in said documents.
 - Change the Vision Statement and Core Values of the church.

2. Group Action

The Church Council shall exercise its governing authority as a whole. No individual Church Council Member shall exercise such authority except as instructed by the Church Council.

3. Governance Policy Development and Review

The Church Council's Governance 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 Church Council and the changing context within which the congregation functions.

Any Church Council Member, the Senior Pastor or Voting Members may ask for a review of specific policies. However, the responsibility for effective and appropriate governance policy development only rests with the Church Council.

The Church Council 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 governance policies prior to management actions for decisions.

4. Senior Pastor Actions

All Church Council decisions regarding 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 governance policies.

- The Church Council will only review policies for their soundness as a test of ethical and prudent behavior, and will not dictate appropriate actions except for in regards to compliance with policies.
- The Church Council shall rewrite or generate new policies when appropriate.
- The Senior Pastor, in coordination with other senior staff, shall develop and present to the Church Council the Strategic Focus/Direction and, in conjunction with the Church Council, develop specific goals and actions. The Strategic Focus/Direction should be reviewed annually by the Senior Pastor and Church Council.
- The Senior Pastor is responsible for the day-to-day operation of the Church and staff. The Senior Pastor will have strategic oversight of any area that could impact the Church's welfare, financial health, and direction.

5. Fiscal Policies

The Church Council's fiscal responsibility shall be as follows:

- The Church Council shall endeavor to avoid adopting or presenting an unbalanced budget to the congregation. The church fiscal year shall run from July 1st through June 30th unless changed by Church Council action.¹
- The Treasurer shall manage the fiscal affairs of the congregation and organizations of the church according to the responsibilities outlined in the Treasurer's Position Description, herein.
- Under the Treasurer, the Financial Secretary shall manage the fund accounting of the congregation according to the responsibilities outlined in the Financial Secretary Position Description, herein.
- The annual budget, when adopted by the Assembly of Congregational Voters, is approved for expenditure beginning the first day of the church year, following the approval meeting.
- It is the responsibility of the Treasurer and staff to manage expenditures within cash flow.
- Expenditures which exceed the adopted budget line item amount are authorized, provided there is a corresponding under-spending in other adopted budget line items. On a monthly basis, the Council should review differences between expenditures the budget, and take appropriate steps as needed to maintain the integrity of the approved budget.

6. Personnel Policies

The Personnel manuals of Resurrection Lutheran Church, Resurrection Lutheran School, and Resurrection Lutheran Preschool contain the personnel policies adopted by the Church Council for the appropriate entities. All employees of the church work on an "at will" basis.

7. Calling the Senior Pastor

- The right of calling the Senior Pastor is vested in the congregation and will be done through a Congregation Voters' Meeting; it shall not be delegated to a smaller body or to an individual.
- In the case of a vacancy in the office of the Senior Pastor, the Church Council shall appoint a Call Committee. The Call Committee shall consist of as many at large

¹ The fiscal year running from July-June goes into effect July 1, 2017.

members from the congregation as the Call Committee determines it needs. The Call Committee shall:

- Establish a set of criteria for the position in accordance with the Operations Manual, with special attention to the leadership needs for the congregation in accordance with the Operations Manual and this Governance Manual.
 - Seek appropriate assistance from the President of the Southeastern District or his representative;
 - Call for nominations from the congregation and the District President;
 - Establish an interview and evaluation process which includes telephone and, as needed, personal interviews;
 - Provide a list of recommended, qualified candidates to the Church Council;
 - Facilitate the interview process for the list of candidates;
 - Present to the Church Council a summary of the interviews of each candidate; and
 - Assist the Church Council in bringing the recommendations of the Church Council to the congregation in accordance with Constitution Article VI and Bylaws Article V.
- The Church Council shall define the strategic needs of the congregation and advise the Call Committee of preferred requirements that can be used in screening potential candidates.
 - In the case of a vacancy in the office of the Senior Pastor, either by resignation or other reason, the Church Council may hire an Interim Senior Pastor. An Interim Senior Pastor may be either an Intentional Interim Pastor or a Vacancy Pastor. The Interim Senior Pastor shall be governed by the same policies described in this document for the Senior Pastor role. Any additional limitations on an Interim Senior Pastor not specified in this document shall be communicated to the chosen Interim Senior Pastor in writing with a copy of this manual along with the agreed upon compensation and any time constraints for the interim position before his tenure begins. Should service as the Interim Senior Pastor have an impact on an individual's eligibility for consideration as the full-time Senior Pastor, this must also be shared.

8. Calling of other called workers

In the case where the Senior Pastor recommends and the Church Council agrees there is a need for an additional called worker or a vacancy in the office of a called worker, and where the annual ministry financial plan allows, the Church Council shall establish a Call Committee consisting of as many congregational members as deemed necessary. The Call Committee shall:

- Establish a set of criteria for the position in accordance with the Operations Manual, with special attention to the leadership needs for the congregation in accordance with the Operations Manual and this Governance Manual.
- Seek appropriate assistance from the President of the Southeastern District or his representative; this is not necessary for non-called, hired workers;

- Consult with the Church Council or Board of Directors as appropriate for the specific area of ministry where this called worker will serve; this is not necessary for non-called, hired workers;
- Call for nominations from the congregation and the District President or others at the District Office, when needed;
- Establish an interview and evaluation process which includes telephone and, as needed, personal interviews;
- Provide a list of recommended, qualified candidates to the Church Council;
- Establish and facilitate the interview process for the list of candidates approved by the Church Council;
- Ensure candidates approved by the Church Council engage in a personal interview with the Senior Pastor and/or other senior staff as deemed necessary and appropriate by the Senior Pastor;
- Present to the Church Council a summary of the interviews of each candidate;
- Be open to colloquy and seminary/university placement officials and their established processes; and
- Assist the Church Council in bringing the recommendations of the Church Council to the congregation in accordance with Constitution Article VI and Bylaws Article V.

9. Officers of the Church Council

Officers of the Church Council shall be a President, Vice-President, Secretary and Treasurer. Those elected to these positions will also serve as Officers of the congregation.

The Church Council shall elect its own officers at the meeting prior to the start of the new church fiscal year.

An individual shall be eligible to serve as the Congregation President only after serving one full year of an elected term.

a) Responsibilities of Officers

The Congregation President shall:

- Ensure the integrity of the Church Council's process.
- Serve as an Officer of the Church Council.
- Work with the Officers and Senior Pastor to establish the agenda for all meetings of the Church Council and Congregation Voters' Meetings.
- Preside at meetings of the Church Council. To that end, the Congregation President will ensure that:
 - Meeting discussions are on those issues that according to Church Council policy, clearly belong to the Church Council to decide or to monitor;
 - Discussions on information that is neither for decision or monitoring will be minimized or avoided; and
 - Deliberations are fair, open and thorough, but also timely, orderly and kept to the point.

- Initiate counsel with any Member of the Church Council who violates policy, assuring that Article VIII of the Constitution is followed.
- Take appropriate actions, which may not be stipulated, but are essential for the thorough management of the Church Council's work so long as those actions are not in violation of other Church Council policies.
- Assume responsibility for overseeing the work of the Officers.
- Preside at meetings of the Congregation Voters' Meetings.
- Determine, in consultation with the Senior Pastor, who should represent the congregation to the public or press should the need arise.
- Serve as a Legal Trustee of the congregation.

The Congregation Vice-President shall:

- Serve as an Officer of the Church Council.
- Preside at meetings of the Church Council and the Congregation Voters' Meeting when the Congregation President is absent or when requested to do so by the Congregation President.
- Initiate counsel with the Congregation President should the Congregation President violate policy insuring that Article VIII of the Constitution is followed.
- Serve as a Legal Trustee of the congregation.

The Secretary shall:

- Serve as an Officer of the Church Council.
- Maintain the minutes of all meetings of the Church Council and the Congregation Voters' Meeting and post all minutes to the website or server as deemed appropriate.
- Conduct all official correspondence of the Church Council and the Congregation Voters' Meeting.
- Be thoroughly familiar with the congregation's Constitution and Bylaws and serve as the primary resource to the Church Council and Congregation Voters' Meeting for questions concerning the same.
- Maintain a current version of the Governance Policy Manual.
- Serve as a Legal Trustee of the congregation.

The Treasurer shall:

- Serve as an Officer of the Church Council.
- Chair the Finance Committee which is composed of the Chair, the financial secretary and the Senior Pastor.
- Serve as a resource to the financial secretary to assure that the church's financial department complies with generally accepted accounting principles, reports accurate financials, and maintains and follows proper controls for its accounting processes.
- Coordinate the reporting of monthly financial results to the Church Council.

- Be thoroughly familiar with Resurrection Lutheran Church's financial position (including the schools), financial results, and annual budget in order to serve as a resource to the Church Council and Congregation Voters' Meeting for inquiries concerning same.
- Separately or with his/her Finance Team shall develop written guidelines detailing the handling of cash and/or checks within the congregation.
- Serve as a Legal Trustee of the congregation.

At the direction of the Congregation President or as requested by the Senior Pastor, Officers shall serve as Ex Officio, without being a voting member, of any Ad Hoc or Standing Committee of the congregation.

10. Committees of the Church Council

The Church Council may from time to time appoint committees which must be consistent with the following principles:

- Committee responsibilities shall flow directly from the Church Council's description of its job. This description shall be set forth in a formal written charter with an appropriate period for existence and shall not impinge upon responsibilities of the Senior Pastor.
- Committees shall not manage any part of the congregation, nor do staff's work, except when working on a topic that is fully within the province of the Church Council and has not been delegated in any way to the Senior Pastor.
- The Church Council will use the expertise of individual committee members and committees as a whole to enhance the understanding of the entire Church Council. Committee recommendations and expertise will never serve as an alternative to the judgment of the whole Church Council.
- Except when empowered by the Church Council, committees shall have no executive or deciding authority. At all other times, they will strive to develop and recommend policy.
- Ad hoc committees will be listed in the Church Council minutes. Standing committees (i.e. Lay Ministers and their members) shall be listed along with the Committee Charters in the appendices of this Governance Policy Manual.

11. Meetings

All meetings held by Council, Teams, Boards, Committees, etc. shall be held in accordance with parliamentary procedure per *Robert's Rules of Order (Newly Revised)*, as of 2011 or later.

a) Rules For Small Boards And Committees

- The rules for small boards and committees apply to all committees, regardless of size, both standing and special.
- Members may seek recognition by raising a hand instead of rising.
- The small board chairman, as well as any committee chairman, may make motions, speak in debate, and vote.
- Motions to close or limit debate are in order in board meetings, but not in committee meetings.

b) Electronic Meetings

For regular Council meetings, members not able to attend in person may participate electronically (via phone or other available methods). The Council may provide feedback on issues via email in between meetings, but may not vote or make a motion electronically.

III. SENIOR PASTOR LIMITATIONS

A. PRIMARY-LIMITATION

When representing the Congregation, the Senior Pastor and staff shall not act in a manner that is unethical, imprudent, illegal, or inconsistent with the Constitution, or Bylaws of Resurrection Lutheran Church.

B. STAFF AWARENESS

The Senior Pastor shall not fail to use the Senior Pastor Limitations in the delegation of responsibilities to appropriate staff.

The Senior Pastor shall not fail to use the Senior Pastor Limitations as a guide in the management and oversight of all operational activity.

Staff shall not fail to familiarize themselves with the Senior Pastor Limitations and work with the Senior Pastor and other staff to ensure that all operations fall within the Limitations.

C. COMMUNICATION AND SUPPORT TO THE CHURCH COUNCIL

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

The Senior Pastor shall not fail to provide written reports for all monitoring data at least one week prior to the scheduled Church Council meetings.

The Senior Pastor shall not allow the Church Council to be unaware of:

- Relevant trends that impact the ministry of the congregation.
- Non-compliance, by Church Council or staff, with any governance policy.
- Anticipated adverse media coverage (Church Council Members should be notified within 24 hours of Senior Pastor's awareness of concern). Adverse media coverage includes but shall not be limited to any report of abuse or sexual misconduct alleged against any member of the staff or alleged violations of any state or federal law.
- Demotion or firing of staff (within 24 hours of such action).
- Hiring or promotion of staff.
- Death or serious illness of staff.
- Crisis affecting the work, health, or safety of staff.
- Potential lawsuits against the congregation.
- Situations that affect the financial plan by 3% or greater.
- Changes in the assumptions on which any Church Council policy has been established.
- Synodical and District directions and recommendations.

- Conditions that could have a negative impact on a major ministry program or reputation of the congregation.

The Senior Pastor shall not fail to provide the Church Council with additional information and ideas the Church Council desires in order to make informed governance decisions.

D. FINANCIAL

The Senior Pastor shall not, through oversight, delegation or direct action, cause or allow an Annual Ministry Budget which:

- Develops a fiscal year budget less than 45 days prior to beginning of the fiscal year, thus not providing the Finance Team and Church Council adequate time to review and approve.
- Is built on anything other than an operational path that moves the congregation forward with regard to its Strategic Focus/Direction.
- Is built on unsound assumptions about financial conditions. Financial conditions are defined as projected earnings/contributions, operation costs, other income/expenses, and transfers from investment income.
- Plans the expenditure in any fiscal year of more funds than are reasonably projected to be received in that period.
- Allows an unsound financial condition that jeopardizes the achievement of the Strategic Focus/Direction.
- Endangers the fiscal soundness of future years or ignores the building of congregational capability sufficient to achieve the Strategic Focus/Direction in future years.
- Fails to provide a line item for those related costs which Church Council may use for its own training, work, and development as needed to operate as an effective board.

The Senior Pastor shall not allow expenditures that exceed by more than 3% the amount budgeted for any ministry area without pre-approval by the Church Council, unless the expenses are beyond the control of the Senior Pastor (e.g. utility bills, etc.).

The Senior Pastor shall not fail to settle payroll and debts in a timely manner through delegation or oversight.

The Senior Pastor shall not allow the use of any planned giving receipts that deviates from the written Planned Giving Gifts Guidelines. Contributions to designated funds are restricted contributions and the cash cannot be commingled with operation cash or used for operating needs.

The Senior Pastor shall not allow financial activities or financial reporting to deviate from general accepted accounting principles (GAAP) as established by the Financial Accounting Standards Board (FASB) and the American Institute of Certified Public Accountants (AICPA) except for situations that are recognized and approved by the Finance Team and Church Council. It should be understood that Resurrection Lutheran Church, as a "not for profit" may deviate from GAAP in certain situations.

The Senior Pastor shall not allow the investment of any financial assets that deviates from the written Investment Policy.

The Senior Pastor shall not borrow funds for working capital in an amount greater than \$25,000 without the approval of the Finance Team and Church Council.

The Senior Pastor shall not allow the congregation to carry short-term debt for longer than 60 (sixty) consecutive months.

The Senior Pastor shall not allow staff to expend any amount in excess of 5% over a budgeted line item without first receiving approval of their supervisors.

The Senior Pastor shall not allow the handling of cash or checks within the congregation that does not comply with written guidelines detailing such activity.

The Senior Pastor shall not carry out his responsibilities for financial oversight without consulting with the Treasurer and the Finance Team.

E. ASSET PROTECTION

The Senior Pastor shall not fail to insure against theft and casualty losses to at least 80% replacement value and against liability losses to Church Council Members, staff and the congregation itself in an amount greater than the average for comparable congregations.

The Senior Pastor shall not allow untrustworthy or non-authorized personnel access to material amounts of funds.

The Senior Pastor shall not disregard or fail to establish and enforce policies regarding handling of cash receipts as identified in the Investment Policy.

The Senior Pastor shall not disregard or fail to establish and enforce policies regarding cash disbursements.

The Senior Pastor shall not subject the plant, grounds, and equipment to improper wear and tear or insufficient maintenance. Financial results permitting, he should maintain a contingency fund in the balance sheet for such maintenance and repairs.

The Senior Pastor shall not disregard or fail to establish and enforce policies which protect the physical maintenance and security of the building.

The Senior Pastor shall not unnecessarily expose the congregation, the Church Council or staff to claims of liability.

The Senior Pastor shall not fail to protect intellectual property, information, and files from loss or significant damage.

The Senior Pastor shall not allow any purchase over \$1,000 without obtaining comparative prices and quality assessment.

The Senior Pastor shall not receive, possess or distribute funds under controls that are insufficient to meet the Church Council-appointed auditor's or reviewer's standards.

The Senior Pastor shall not allow the investment or holding of operating capital in insecure instruments; all accounts should be held in FDIC insured instruments. Accounts should be established to maximize interest income and exposed to minimal investment risk. Equity related (stock and mutual funds) investment should be avoided as they can be volatile investments. Stock contributions from Resurrection Members are to be sold within two weeks of receipt.

The Senior Pastor shall not endanger the congregation's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

F. OPERATIONAL STRUCTURE

The Senior Pastor shall not allow a structure that has a neutral or negative effect on the Strategic Focus/Direction of the congregation.

The Senior Pastor shall not operate without a written plan for short-term emergency succession. The Senior Pastor shall not fail to inform all individual of their responsibilities within the plan for short-term emergency succession.

G. CRITICAL TARGETS

Review of the Critical Targets should be based on a long-range outlook study.

The Senior Pastor shall not develop a long-range outlook study that fails to address the Strategic Focus/Direction.

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 the congregation.

H. OPERATIONAL PATH

The Senior Pastor shall not allow the development of an Operational path that fails to align with the Strategic Focus/Direction.

The Senior Pastor shall not allow any staff to create an Operational path that has a neutral or negative impact on the growth and/or development of the ministries of the congregation.

The Senior Pastor shall not provide the staff an Annual Ministry Budget without previewing and reviewing its Operational path.

I. CONGREGATIONAL INVOLVEMENT IN MINISTRY

The Senior Pastor shall not allow programs and other services that do not contribute to the achievement of the congregation's Strategic Focus/Direction.

The Senior Pastor shall not allow staff and volunteers to conduct their ministries without a commitment to the priesthood of all believers and thus the training and utilization of lay members of the congregation in their respective ministry areas.

The Senior Pastor shall not fail to engage with the Church Council at least annually or as requested by the Church Council for conversation and edification.

J. OPERATIONAL CRISIS MANAGEMENT PLAN

The Senior Pastor shall not allow the congregation to operate without a detailed written Reduction in Force Plan.

K. PERSONNEL

The Senior Pastor shall not allow the congregation to operate without effective, established Operational Policies which, with regard to personnel, clarify personnel rules, provide for the effective handling of grievances, provide for evaluation procedures, and protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.

Personnel Policies within the Operational Policies shall not:

- Deviate from local, state and federal law and regulations with regard to the ethical treatment of employees.
- Be in conflict with the effective day-to-day operation of the congregation.
- Fail to have Church Council establish an effective, written Conflict of Interest Policy for the thorough procedural safeguards.
- Impair the dignity, safety, and right to ethical job-related dissent of all employees. Grievances by employees shall receive fair, internal hearing through procedural safeguards.

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

The Senior Pastor shall not allow ministry positions to be undefined or position descriptions that inaccurately reflect the responsibility and tasks assigned to the position.

The Senior Pastor shall not allow positions to exist where there are inadequate resources available for a qualified person assigned the position to succeed.

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.

The Senior Pastor shall not fail to conduct annual written staff performance appraisals and share the results with the appropriate staff member.

- The Senior Pastor shall not fail to provide to the staff the instrument being used for the written evaluation.
- The Senior Pastor shall not fail to provide the Church Council a summary of Director/Manager/Supervisor-level staff evaluations.

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 this Governance Policy Manual.

The Senior Pastor shall not fail to acquaint staff with their rights under the Operational Policies.

L. COMPENSATION

The Senior Pastor shall not allow compensation that does not fall, at least, within the District Salary Guidelines or is competitive in the greater local area, unless under Crisis Management mode.

The Senior Pastor shall not establish compensation and benefits that are inconsistent among staff members ensuring internal equity.

The Senior Pastor shall not, without justification, allow compensation that deviates materially from the geographic or professional market skills for the called or employed workers.

The Senior Pastor shall not change his own compensation and benefits.

M. STRATEGIC ALLIANCES

The Senior Pastor shall not fail to explore and, as appropriate, establish strategic alliances that do not run counter to the Resurrection Lutheran Church's Constitution, Bylaws, and core values.

N. GIFTS AND BEQUESTS

The Senior Pastor shall not allow the congregation to operate without a plan to promote and receive gifts and bequests for the congregation.

The Senior Pastor shall not permit the congregation to accept gifts and bequests that run counter to the congregation's core values and policies and that have a neutral or negative effect on the Strategic Focus/Direction or that violate the congregation's 501-c(3) not-for-profit status.

The Senior Pastor shall not allow the congregation to accept gifts and bequests that are too restrictive.

APPENDIX A: STANDING COMMITTEES

A. RESURRECTION LUTHERAN PRESCHOOL

1. Role/Objectives of the Preschool

- To build a **foundation** of understanding that Jesus Christ is our Lord and Savior -- through Chapel and a living-learning environment
- To **offer** opportunities and activities to help each child develop a healthy self-concept, which includes accepting his/her abilities and God-given talents; thus, fulfilling each child's individual needs (spiritual, emotional, psychological, intellectual, and physical).
- To **foster** the development of positive social skills through participation in small and large group activities.
- To **broaden** each child's aptitude for future learning.
- To **provide** a loving environment, enabling each child to trust his/her teachers and become more secure away from home.

2. Charter of the Preschool

Children will be provided with opportunities and experiences that will enrich, expand, and develop their ever-increasing accumulation of knowledge in a loving Christian atmosphere.

B. RESURRECTION LUTHERAN MUSIC SCHOOL

1. Role/Objectives of the Music School

- Care and music education of School children
- Music development in children
- Spiritual growth through music
- Outreach to the community

2. Charter of the Music School

A Community Ministry of Resurrection Lutheran School: Resurrection Music School is a community outreach program of Resurrection Lutheran Church. It seeks to help students of all ages develop their talents in a variety of musical experiences, including lessons, classes, workshops, and performance opportunities.

C. RESURRECTION LUTHERAN SCHOOL

1. Role/Objectives of the School

- To operate an effective Lutheran School which will provide Christ-driven education based on the doctrine of the Lutheran Church, Missouri Synod (LCMS). 2. To provide a building, equipment, materials, administrative staff, teaching staff, and support personnel necessary for the operation of the School.
- To know in detail at all times the financial status of the School.
- To establish and maintain policies for all operations of the School which will maintain a working balance with the responsibilities of the School Principal to administer and develop proper regulations.

- To be answerable to the student and his/her parents/guardians, as well as the congregation of RLC, on all School matters (not held in closed session), including financial, educational, operational, and curricular.
- To know the educational and religious aims and objectives of the School.
- To work harmoniously with other Board members and to act and vote impartially for the good of the School.
- To represent the School in such a way as to promote respect and support for the School and its programs.
- To be representative of the congregation at RLC and help uphold their opinions as a majority.

2. Charter of the School

To carry out the mission given by Resurrection Lutheran Church (RLC) in assuring that the School will provide a Christ-centered educational experience based in the doctrine of the Lutheran Church, Missouri Synod (LCMS) that focuses on challenging academics for each student.

D. LAY MINISTRY STANDING COMMITTEE

1. Role/Objectives of the Lay Ministry Committee

The Lay Ministry Committee's objectives are to support the spiritual welfare of the Pastors, staff and congregation members, individually and corporately, and to assist in the supervision of everything pertaining to congregational worship.

2. Charter of the Lay Ministry Committee

The Lay Ministry Committee is responsible for helping to strive for excellence in worship services by establishing and overseeing worship service teams.

E. FINANCE STANDING COMMITTEE

1. Role/Objectives of the Finance Committee

The Finance Committee is responsible for administering all financial responsibilities of the church including (but not limited to): reporting monthly financial results, developing the annual budget, ensuring compliance with GAAP, scheduling counters for services, documenting and depositing weekly receipts, maintaining membership and giving records, and disbursements.