

Section 1: Our Biblical Core Values, Mission Statement and Desired Outcomes (section updated 5/12/15)

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

1. Our Biblical Core Values

1.1.1 The Bible is true

We believe and proclaim the Bible as the truth of God and as the sole source and authority of our faith and life. We strive to preserve this truth to the next generations.

1.1.2 Worship

We value worship as a community and in our personal lives.

1.1.3 Family

The family unit is the foundation for marriage, love, nurture, mentoring, security and Christian education.

1.1.4 Education

We support a strong and vibrant Christian educational ministry for all ages.

(updated 2/13/18)

1.1.5 Fellowship

We are a church family, who values time and activities spent together.

1.1.6 Service

We strive to love and serve God and our neighbor, as Christ serves and loves us.

1.1.7 Missions

We proclaim the gospel of Jesus Christ locally, nationally, and globally.

(updated 2/13/18)

1.2 Mission Statement

It is the mission of Immanuel Lutheran Church and Preschool to prepare people **to know, follow, and share** Christ.

1.3 Vision Statement

Immanuel Lutheran Church and Preschool is to become a Great Commission Church as commanded by our Lord Jesus Christ (Matthew 28:19-20) where we freely give of our time talents and treasures to help plant the seed of saving faith in all people of the Cedar Valley.

1.3.1 We envision becoming a community of believers who know God and what He has done for us, who follow Jesus Christ and his teachings in every aspect of our lives, and who freely share Christ with all of God's people.

1.3.2 We envision a Lutheran congregation where all believers gather together for worship. We will sing, speak and testify to the truth of God's word in a manner that is both reverent and relevant. The teaching of God's Word and the Administration of the

Sacraments will be the highlights of the worship service. To further His kingdom, we will support a variety of worship styles to help spread God's Word to His wondrous diversity of people. We will have a facility that meets the needs of our church, equipped with technology, enabling us to proclaim God's Word to worshipers both attending and away.

1.3.3 We envision becoming a church with small groups where our people model biblical community: a safe place where we accept one another and are accepted, love and are loved, shepherd and are shepherded, encourage and are encouraged, forgive and are forgiven, and serve and are served.

1.3.4 We envision a proactive ministry that seeks to grow and nurture fully devoted followers of Christ through vibrant faith development opportunities; including strong youth programs, age-specific ministries for adults, family oriented activities, and multiple Bible study offerings.

1.3.5 We envision Immanuel being a place that fulfills Christ's words, 'You will be My witnesses...' (Acts 1:8). Our witness will not be focused inward but outward, as was Christ's ministry on earth. We will endeavor to bring visitors to worship on a weekly basis, support mission/servant trips and activities, and give a tithe of our offerings to support missions.

1.4 Desired Outcomes of God's Mission at Immanuel Lutheran Church and Preschool

1.4.1 The Bible is true - The Bible will be taught and lived as the authoritative truth for the lives of all who are touched by the ministry of Immanuel.

1.4.2 Worship - Immanuel will provide worship experiences that are both reverent and relevant to our community.

1.4.3 Family - Immanuel will provide ministries to strengthen families.

1.4.4 Education - We will enable all recipients to be committed to a lifelong pattern of spiritual growth by providing and promoting educational opportunities.

1.4.5 Fellowship - We will strengthen our bonds as a church family through engaging in activities and spending time together.

1.4.6 Service - Our church community will have a commitment and passion to serve the needs of our neighbors.

1.4.7 Missions – We will proclaim the gospel locally, nationally, and globally. (updated 2/13/18)

1.5 Recipients

Whereas Jesus said that we are to be His witnesses in Jerusalem, Judea, Samaria, and to the end of the earth Immanuel's ministry will be to the Cedar Valley, the United States of America, and to the ends of the earth. The recipients will be unbelievers, new believers, and life-long Christians.

1.6 Cost

Immanuel will seek to be good stewards of the resources that God provides for His work among us and will use proven financial strategies that will maximize the gifts received, but never put the congregation at an unreasonable financial risk.

Section 2: Board Self-Governance

Board Self Governance policies describe the standards of behavior for individual board members and the board as a group. These policies describe the way the board operates. They clarify the governing style of the board, Chairman's role, board member conduct, board member responsibilities, and the use of committees of the board. If any board process issue arises that is not specified by these policies, the board chairman should guide board process. The board serves members of the congregation.

2.1. Primary

2.1.1. Board Members shall act in a manner that is ethical, prudent, legal and consistent with the Constitution, By-Laws and Policies of the Congregation.

2.2. Accepting Responsibilities

Board Members Shall:

2.2.1. Regularly participate in the worship and education life of the Congregation.

2.2.2. Undertake personal spiritual disciplines for the development of their own faith lives.

2.2.3. Support the major ministry programs of the congregation.

2.2.4. Be prepared for the Board meetings.

2.2.5. Attend Board meetings regularly.

2.2.5.1. A Board Member shall not miss two consecutive meetings in 12 months.

2.2.5.2. A Board Member shall not miss three meetings in 12 consecutive months.

2.2.5.3. Should it be necessary to miss a meeting, Members shall make contact with the Board President for dialog both before and after said meeting.

2.2.6. Work to expand their leadership abilities and increase their understanding of the mission and ministry of the Congregation.

2.2.7. Gain a working understanding of the Board's policy manual, Constitution, and By-Laws.

2.2.8. Fully participate in Board Meetings and activities.

2.2.9. Make informed decisions by insisting on complete and accurate information.

2.2.10. Support all decisions once they have been fully discussed and resolved by the Board. The Board of Directors shall strive to make decisions by consensus deferring to a voting process only when the President believes consensus cannot be reached. (When voting, refer to quorum & decisions in the By-laws)

2.2.11. Actively discipline themselves and other Members of the Board by identifying Board actions and conditions that run counter to these policies.

2.2.12. Bring to the Board President's immediate attention any condition or action they believe exceeds a Senior Pastor Limitation Policy.

(see Section 4)

2.2.13. Bring to the attention of the entire Board spoken or written concerns of Members of the Congregation including but not limited to:

2.2.13.1. Concerns related to the Senior Pastor's performance or action.

2.2.13.2. Concerns related to other members of staff, worship style or content, facilities, or other matters after proper communication avenues (as outlined below) have been exhausted.

2.2.13.2.1. Issues related to a Visitation Pastor or Parish Administrator should be referred to the Senior Pastor.

2.2.13.2.2. Issues related to non-called staff should be referred to the Parish Administrator or Pre-School Director. (updated 5/12/15)

2.2.13.2.3. Issues related to worship style should be referred to the Music Director/Senior Pastor. (updated 12/9/13)

2.2.13.2.4. Issues related to worship content should be referred to the Board of Deacons.

2.2.13.2.5. Issues related to facilities should be referred to the Parish Administrator.

2.2.13.2.6. Concerns related to the Strategic Vision should be referred to the Senior pastor.

2.2.14. Keep Board documents and discussions confidential, unless given permission by the Board acting as a whole. However, the Board Policy Manual, approved minutes and approved financial statements do not require permission.

2.2.15. Support the Board process.

2.2.16. Exercise their powers in the interests of the Congregation and not in the Board member's own interests or the interests of another person (including a family member) or organization.

2.3. Board Meetings

2.3.1. Regular board meetings shall be held monthly.

2.3.1.1. Time limit of meetings: BOD established a meeting time limit starting with one hour with possible 20-minute increment extensions if needed. (added 9/9/13)

2.3.2. Special meetings of the Board may be called by the President or upon written request of one-third of the members of the Board to the President.

2.3.3. Board Responsibilities (updated 3/9/15)

- Orientation of New Board Members: January
- Review of #1 policies: February
- Review of #2 policies: March
- Review of #3 policies: April
- Review of #4 policies: May
- Do a Board self-review: June
- Review Strategic Plan: July
- Name a Nominations Committee: July – (hold first meeting by September 30)
(updated 3/10/20)
- Performance Review of Senior Pastor: September (updated 3/14/17)
- Set Senior Pastor salary: October (updated 3/14/17)
- Receive and review budget: October
- Election of Board: November
- Approve Budget: November
- Appoint Deacons: November (see policy 2.10.3) New deacons to begin in January
- Appoint Endowment Committee: November – (see Endowment Bylaws)
(updated 3/10/20)
- Conduct annual meeting: November
- Report to congregation: November
- Elect Board Officers: December – (see policy 2.15) (updated 3/10/20)
- Review Committees of the Board: December – (see policy 2.11)
(updated 3/10/20)

2.4. Board Qualifications

2.4.1. In preparing its recommended slate of candidates for Board membership. The Nominating Committee must seek candidates who:

- 2.4.1.1. Meet the requirements of Board membership as stipulated in the Constitution and by-laws.
- 2.4.1.2. Are good communicators.
- 2.4.1.3. Are visionary.
- 2.4.1.4. Can effectively represent the concerns of the members and interested parties of the Congregation. (updated 12/9/13)
- 2.4.1.5. Have sufficient understanding of the ministry of Immanuel.
- 2.4.1.6. Understand and support the basic concepts of Policy Based Governance.
- 2.4.1.7. Are willing and able to support the Values, Mission and Vision of the congregation.
- 2.4.1.8. Are willing and able to accept the responsibilities of Board membership as delineated in Policy Sections 2.1 and 2.2.
- 2.4.1.9. Are not spouses, children, parents, in-laws or siblings of current staff members.
- 2.4.1.10. Are not spouses, children, parents, in-laws or siblings of current Board of Director Members.

2.5. Role of Officers

2.5.1. Officers of Board shall be President, Vice-President, Secretary and Treasurer.

2.5.1.1. President

2.5.1.1.1. The President shall chair all meetings of the Board as well as the annual meeting of the congregation.

2.5.1.1.2. The President, Pastor, and Chairman of Deacons shall appoint a nominating committee annually to recruit nominees to fill vacant board positions. (updated 12/9/13)

2.5.1.1.3. Upon completion of the Senior Pastor's and Parish Administrator' annual reviews, The President, along with the Vice President shall present the results of these reviews to the Senior Pastor and Parish Administrator.

2.5.1.2. Vice President

2.5.1.2.1. The Vice President shall execute the duties of the President in the event the President is unavailable, and shall succeed the President if that office becomes vacant.

2.5.1.2.2. Along with the President, present the results of the Annual Review to the Senior Pastor and Parish Administrator.

2.5.1.3. Secretary

2.5.1.3.1. The secretary shall ensure that a careful and complete record is made of all meetings of the board and of the annual meeting of the congregation, and shall make this record available to all board members in a timely manner.

2.5.1.4. Treasurer

2.5.1.4.1. The Treasurer shall be appointed by the board based on the specified qualifications for that office until such time as removed or replaced by the board. If the treasurer is appointed from the elected membership of the board, then that board member's elected position will be considered vacant and eligible for appointment by the board.

2.5.1.4.2. The Treasurer shall obtain a report of the organization's finances from the appropriate staff members(s) in advance of the regular meetings of the Board, and shall make these reports available to the board for review.

2.5.1.4.3 The Treasurer shall present a quarterly financial report to the Board. (updated 10/14/14 to reflect Board minutes of 3/10/14)

2.5.2. Board members (except the treasurer, as specified above) shall be elected at the annual meeting of the organization each November. (updated 2/10/14)

2.5.2.1. The term of office for elected board members shall be two years.

2.5.2.2. Elected board members shall serve a maximum of three consecutive terms.

2.5.2.3. In the event of a vacancy on the board, the board may appoint a replacement to complete the term. At the completion of that partial term, that member shall remain eligible to serve three full terms.

2.5.2.4. Officers of the board shall serve in one-year terms. Officers shall be elected by the board, preferably from the existing board members, and shall take office in January. (updated 2/10/14, updated 3/13/18)

2.5.2.5. The board shall ensure that a process of orientation is conducted for newly elected members.

2.5.2.6. The board shall be seven members that will include a President, Vice president and secretary. The Treasurer, Senior Pastor and Parish Administrator attend board functions and report to the board, but are not board members. (updated 5/12/15)

2.6. Board Member Accountability/Admonishment (updated 3/13/18)

2.6.1. The President of the Board of Directors shall verbally address a Board Member who violates any policy. (updated 3/13/18)

2.6.2. Should the President of the Board violate policy, it shall be the responsibility of the Vice-President to initiate a verbal address. (updated 3/13/18)

2.6.3. Should violations continue, the Board as a whole shall admonish the Member.

2.6.4. Decisions concerning continued service to the Board by any Member who continues to violate policy after such admonishment shall require a 2/3 majority vote of the Board. The said Member shall not be counted in determining such majority.

2.6.5. All admonishments shall be written. If the Board as a whole admonishes it shall also be verbal.

2.7. Enunciating Governing Policies and Values

The Board of Directors shall maintain a Policy Manual that shall consist of written policies of the following four types:

2.7.1. Policies with respect to the Desired Outcomes. These are affirmative statements setting forth the purposes and effects.

2.7.2. Policies with respect to Board Self-Governance. These are statements setting forth the style and rules with respect to the Board's own tasks and policies.

2.7.3. Policies with respect to Senior Pastor Limitations. These are limiting statements that restrict activity of the staff or Senior Pastor.

2.7.4. Policies with respect to Board and Senior Pastor Relationship. These are clarifying statements about delegation to, and monitoring of staff activity.

2.8. Governing Process

2.8.1. Scope of Activities. All activities of the Board, its officers, or committee(s) shall relate to the specific responsibilities of the Board as formally adopted at Board Meetings.

2.8.2. 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.

2.8.3. 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.

2.8.3.1. 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.

2.8.3.2. Senior Pastor 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 in effect at the time of the decision or action taken.

2.8.3.3. Policy Review. Any Board Member, the Senior Pastor, or the congregation, by the written request of not less than ten (10) members, may ask for a review of a specific Policy. However, never does the responsibility for effective and appropriate policies rest with anyone other than the Board.

2.8.3.3.1. The Board will only review the policies for their soundness as a test of ethical and prudent behavior, and will not dictate what are appropriate actions except for compliance with Policies.

2.8.3.3.2. The Board shall rewrite policies when appropriate.

2.8.3.4. Policy Review Schedule. The Board shall establish an annual policy review calendar to coordinate the review of every policy at least once a year. Every effort will be made to coordinate the calendar with the ministry planning cycles of the congregation, reviewing appropriate policies just prior to staff actions for decisions.

2.8.4. Supervision of the Senior Pastor.

2.8.4.1. The Board shall consistently advise the Senior Pastor on performance.

2.8.4.2. The Board shall conduct the Senior Pastor's annual performance appraisal in September after the State of the Church report he delivers to the Board. (updated 5/12/15 updated to reflect changes made 3/14/17)

2.8.4.2.1. In addition, to other information they may seek in conducting the performance appraisal, the Board may once or twice a year interview all key staff personnel concerning the performance of the Senior Pastor. The Board shall guarantee anonymity when reporting this information to the Senior Pastor.

2.8.4.2.2. The Board shall share the information gathered through these interviews (guaranteeing anonymity) with the Senior Pastor and allow him to respond as he feels the need.

2.8.5. Fiscal Responsibility. The Board's fiscal responsibility shall be discharged by:

2.8.5.1. Establishing policies limiting Senior Pastor financial authority, budget development and control of assets.

2.8.5.1.1. Annually, by the end of the October board meeting, establishing the Senior Pastor salary and housing compensation based on performance review and salary guidelines. (updated 3/14/17)

2.8.5.1.2. Annually, by the end of the November board meeting, setting the budget amount for the upcoming fiscal year. (updated 2/10/14)

2.8.5.2. Monitoring the fiscal soundness of the congregation through the Treasurer. (updated 4/11/17)

2.8.5.2.1. Receiving and reviewing financial reports from the Senior Pastor. (updated 4/11/17)

2.9. Board Self-Review

Every June, the Board shall review the following items: (updated 2/10/14)

2.9.1. The Board's openness and communication among its members.

2.9.2. The Board's openness and communication with the Senior Pastor.

2.9.3. The Board's ability and skill in developing and monitoring policy.

2.9.4. The Board's adherence to policy.

2.10. Board of Deacons Appointment Policy

2.10.1. The Board of Directors shall appoint 12 members of Immanuel to the Board of Deacons, seeking recommendations from the Senior Pastor and according to the following qualifications:

2.10.1.1. Male member of Immanuel. (updated 5/12/15)

2.10.1.2. Regularly in attendance at worship services.

2.10.1.3. Involved in Bible Studies and other church activities.

2.10.1.4. Solid knowledge of Missouri Synod doctrine.

2.10.1.5. Regularly give a percentage of their income back to God.

2.10.2. Appointment to the Board of Deacons requires a majority vote of the Board of Directors.

2.10.3. The appointments will be for a three-year term which begins January 1 of each year. (updated 2/10/14)

2.10.3.1. Appointments will be made such that no more than four positions are open in a single year.

2.10.3.2. If an appointment should be needed due to a mid-term vacancy, said appointment will be for the duration of the existing term.

2.10.3.3. A maximum of three consecutive full terms may be served.

2.10.4. The removal of a member of the Board of Deacons may occur for persistent adherence to false doctrine, neglect of duties, or an incapacity to perform their duties.

2.10.4.1. Should removal of a member be necessary, the Senior Pastor will bring recommendation to the Board of Directors.

2.10.4.2. Removal requires a majority vote of the Board of Directors.

2.11. Committees of the Board

The Board may from time to time use committees, but always consistent with the following principles:

2.11.1. 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.

2.11.2. Committees shall not manage any part of the congregation, or do staff work, except when working on a topic that is fully within the province of the Board and has not been delegated in any way to the Senior Pastor.

2.11.3. Except when empowered by the Board, committees shall have no executive or decision-making authority.

2.12. Responsibilities to the Members of the Congregation

The Board's responsibilities are to:

2.12.1. Be attentive to the needs and desires of the Members.

2.12.2. Conduct annual congregational meeting.

2.12.3. Inform the Members of the degree of success in meeting the Strategic Plan.

2.13. Strategic Planning

The Board shall:

2.13.1. Be the strategic leaders of Immanuel Lutheran Church.

2.13.2. Develop a Strategic Plan which includes the following areas:

2.13.2.1. Core Values

2.13.2.2. Vision

2.13.2.3. Mission Statement

2.13.2.4. Congregational Goals

2.13.3. Establish a process whereby the Strategic Plan is reviewed on a yearly basis.

2.13.4. Focus on outcomes rather than activities.

2.14. Board Meeting Structure

2.14.1. Only elected members of the Board, the Senior Pastor, Parish Administrator, Treasurer and presenters shall be seated at the Board table. (updated 3/9/15, 5/12/15)

2.14.2. The Senior Pastor may send a designee to the meeting.

2.15. Officer Elections

2.15.1. New officers for the Board of Directors shall be elected at the December Board meeting, preferably from existing board members. Any board member can submit their name and office which they are seeking to the President two weeks prior to the December meeting. Additional nominations can be made at the board meeting by any board member. After discussion a vote for each officer position shall be conducted from the list of names submitted and/or nominated for each office. The new officers will take office in January. (updated 2/10/14, updated 12/8/14, updated 3/13/18)

2.15.2. In the event an officer must vacate his/her position on the board for any reason prior to the end of his/her term of service, a replacement shall be elected at the next board meeting. Any board member can submit their name for consideration for this vacant office to the President prior to the meeting. Additional nominations can be made at the board meeting by any board member. After discussion, a vote for the new officer shall be conducted from the list of names submitted and/or nominated for the vacant office. In the event the President is vacating their office, nominations should be submitted to the Vice President.

Section 3: Senior Pastor Boundaries

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

3.1. Manner of Delegating

3.1.1. Except for assignments of its own work to committees, consultants, or officers, the Board shall delegate authority only to the Senior Pastor.

3.1.2. The authority of the Senior Pastor shall begin where the explicit pronouncements of the Board end.

3.1.3. Except as required by governing policies or civil law, decisions of the Senior Pastor do not need approval by the Board. (updated 4/21/14)

3.2. Senior Pastor Administrative and Operational Function

The Senior Pastor shall:

3.2.1. Be empowered to take all actions and make all administrative decisions necessary to attain the desired outcomes. (updated 4/21/14)

3.2.2. Develop operational guidelines, rules or procedures and make any decisions deemed appropriate as long as governing policies adopted by the Board are observed.

3.3. Senior Pastor Accountability

The Senior Pastor shall be accountable to the Board for:

3.3.1. Achievement of congregation's strategic vision.

3.3.2. Compliance of personal and staff actions.

3.3.3. Provision of counsel to the Board on theological, social, legal, synodical and other changes relevant to the Board's decisions.

3.3.4. Relating with integrity, honesty, and straightforwardness to the Board.

3.4. Exceeding Senior Pastor Limitations

3.4.1. The Senior Pastor shall give an immediate notice to the President of the Board once a Senior Pastor Limitation has been recognized to have been exceeded.

3.4.2. 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.

3.4.2.1. 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.

3.4.2.1.1. The Senior Pastor shall continue to report in an agreed upon timeframe as to the actions taken and their results until the exceeded Senior Pastor Limitation is corrected.

3.4.2.1.2. The Senior Pastor shall give immediate notice when it is recognized that a deadline will be missed, and submit a new plan for action.

3.4.2.2. The Senior Pastor may use internal or external resources to correct the exceeded Senior Pastor Limitation so long as those resources do not violate the Senior Pastor Limitations Policies.

3.4.2.3. The Board shall review the soundness of any Senior Pastor Limitation that has been exceeded.

3.4.3. The Board shall not allow one-time exceptions to policies. If an action is acceptable under certain conditions, then those conditions must be stated in the policy and the policy amended.

3.4.4. The Senior Pastor shall develop or improve processes to avoid recurrence of any exceeded Senior Pastor Limitations.

3.4.5. After repeated recurrences of exceeding Senior Pastor Limitations, the Board President will conduct:

3.4.5.1. A performance evaluation of the Senior Pastor related to the exceeded Limitation.

3.4.5.2. A discussion with the full Board about the Senior Pastor's performance.

3.5. Means of Monitoring

Management Reports - The Senior Pastor shall provide periodic statements and overviews which provide information and counsel to the Board on programs, trends, and developments that may affect the Board's work and which report on the Senior Pastor's compliance with Board policies.

The Senior Pastor shall:

3.5.1. Report monthly to the Board on the progress the outcomes as outlined by the Board.

3.5.2. Provide to the Board quarterly financial reports based on the annual budget.
(updated 4/21/14)

3.5.3. Provide to the Board personnel policy revisions as they occur.

3.5.4. Provide to the Board operating policy revisions as they occur.

3.5.5. Provide to the Board summaries of each new program and service as they are developed.

3.5.6. Provide the Board the following reports

3.5.6.1. Yearly attendance figures as compared to past years. (updated 4/21/14)

3.5.6.2. State of the Church Report that shall consist of:

3.5.6.2.1. Qualitative Data: Recap of previous year. Evaluate progress toward major initiatives spelled out in previous year's State of the Church Report.

3.5.6.2.2. Quantitative Data: What were the indicators of success?

3.5.6.2.3. Upcoming Year Priorities: One or more major initiatives that will be addressed along with what the Senior Pastor will be looking for as indicators of success of these initiatives.

3.6 Board/Staff Communication

3.6.1. Individual Board members shall relate to staff as any other member of the congregation but Board decisions and policy must be communicated through the Senior Pastor.

3.6.2. Individual Board members shall make it a priority to inform the staff that they are speaking as an individual because the Board speaks as one voice through the Senior Pastor.

Section 4: Senior Pastor Limitations

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

4.1. Primary

4.1.1. The Senior Pastor shall not act in a manner that is unethical, imprudent, illegal or inconsistent with the Constitution, By-Laws or Policies of the Congregation.

4.2. Financial

4.2.1. The Senior Pastor shall not cause or allow a financial plan which:

4.2.1.1. Develops a fiscal year budget after the beginning of the fiscal year.

4.2.1.2. Is built on unsound assumptions about financial conditions. Financial conditions are defined as projected earnings/contributions, operating costs, other income/expense, and transfer from investment income.

4.2.1.3. Continues without review and appropriate adjustments whenever there is a change in any one or more of the assumptions of financial conditions under which it was constructed. This includes non-designated contributions and/or budgeted expenses varying by 10% or more for any quarter.

4.2.1.4. Allows an unsound financial condition that jeopardizes the achievement of Immanuel Lutheran Church's Desired Outcomes.

4.2.1.5. Enacts a budget prior to approval from the Board of Directors and the Congregation.

4.2.2. The Senior Pastor shall not allow the receipt or use of any planned giving receipt which deviates from the written policies of the Endowment Committee. (updated 6/8/21)

4.2.2.1. The Senior Pastor, in reporting financial activities and position, shall not allow deviation from generally accepted accounting principles as established by the Financial Accounting Standard Board (FASB) and the American Institute of Certified Public Accountants (AICPA). Financial statements should be presented using the cash method.

4.2.3. The Senior Pastor shall not allow the investment of any financial asset that deviates from the written policies of the Endowment Committee. (updated 6/8/21)

4.2.4. The Senior Pastor shall not allow the handling of cash within the congregation that does not comply with accurate record keeping and reporting to the Financial Manager. (updated 6/8/21)

4.2.5. The Senior Pastor shall not permit the congregation to accept gifts and bequests that run counter to the Congregation's values and policies or that have a neutral or negative effect on the ends.

4.3. Ministry and Worship

4.3.1. The Senior Pastor shall not allow the staff to carry out their ministry without regularly seeking advice, counsel or using the gifts of Immanuel Lutheran Church members.

4.3.2. The Senior Pastor shall not cause or allow worship which:

4.3.2.1. Fails to live up to the value of excellence.

4.3.2.2. Fails to be relevant in today's society.

4.4. Planning

- 4.4.1. The Senior Pastor shall not allow the development of an Operational Plan that fails to consider ends.
- 4.4.2. The Senior Pastor shall not allow the staff to begin a new fiscal year without reviewing and updating its Strategic Plan.
- 4.4.3. The Senior Pastor shall not allow programs or other services that do not contribute to the achievement of the Mission and Vision of Immanuel Lutheran Church.
- 4.4.4. The Senior Pastor shall not fail to develop a long-range Operational Plan that addresses ministries, staffing, finances, communication, and facilities without using the God given gifts of the Board of Directors and Congregation members in the development of that plan.

4.5. Communication

- 4.5.1. The Senior Pastor shall not permit the Board of Directors to be uninformed or unsupported in its work.
- 4.5.2. The Senior Pastor shall not allow the Board of Directors to be unaware of:
 - 4.5.2.1. Relevant trends.
 - 4.5.2.2. Anticipated adverse media coverage.
 - 4.5.2.3. Hiring, promotion, demotion or firing of staff.
 - 4.5.2.4. Death or serious illness of staff.
 - 4.5.2.5. Crises affecting the work, health or safety of staff.
 - 4.5.2.6. Lawsuits against the congregation.
 - 4.5.2.7. Changes in the assumptions upon which any board policy has been established.

4.6. Personnel

- 4.6.1. The Senior Pastor shall not allow Immanuel Lutheran Church to operate without effective, established Personnel Procedures. Personnel Procedures shall not:
 - 4.6.1.1. Deviate from local, state or federal laws or regulations in the ethical treatment of employees.
 - 4.6.1.2. Be in conflict with the effective day-to-day operation of the Congregation.
 - 4.6.1.3. Fail to include an effective, written Conflict of Interest Policy for the staff.
 - 4.6.1.4. Impair the dignity, safety, and right to ethical job-related dissent of employees. Grievances will be handled in the following manner:
 - 4.6.1.4.1. Grievances concerning the Senior Pastor will be addressed by the Board of Directors.
 - 4.6.1.4.2. Grievances concerning an Associate Pastor or Parish Administrator or any called staff will be handled by the Senior Pastor.
 - 4.6.1.4.3. Grievances by non-ordained employees will be handled by the Parish Administrator.
- 4.6.2. The Senior Pastor shall not allow positions (or ministries) to be undefined or position descriptions that inaccurately reflect the responsibility and tasks assigned to the position.
- 4.6.3. The Senior Pastor shall not allow positions to exist unless there are adequate resources available for a qualified person in the assigned position to succeed.
- 4.6.4. 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.
- 4.6.5. The Senior Pastor shall not allow any staff member to not receive an annual performance evaluation.
 - 4.6.5.1. The Senior Pastor shall not fail to conduct an annual performance evaluation of his direct reports.
 - 4.6.5.2. The Senior Pastor shall not fail to ensure that all staff receive an annual performance evaluation from their direct supervisor.
 - 4.6.5.3. The Senior Pastor shall not fail to ensure that performance evaluations results are shared with the appropriate staff member.

4.6.6. 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.

4.6.7. The Senior Pastor shall not add or remove a ministry position without approval from the Board of Directors.

4.7. Policy

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

4.7.2. The Senior Pastor shall not allow the congregation to operate without a written Gift Acceptance Procedures.

4.7.3. The Senior Pastor shall not allow the congregation to operate without a written Safety Procedures.

4.7.4. The Senior Pastor shall not allow the congregation to operate without a written Facilities Use Procedures.

4.8. Facilities

4.8.1. The Senior Pastor shall not allow any structural or material change to the Church facilities or grounds without approval by the Board of Directors. Structural or material changes are considered to be anything that adds to or changes the existing facilities or grounds. This does not include repair or maintenance of the existing facility (i.e. painting, tree trimming, etc.).

4.8.2. The Senior Pastor shall not enter into a multi-year lease of physical space for the purpose of congregant worship or gatherings without approval by the Board of Directors. An exception is the lease of space for storage purposes which fall within the stated budget.