

Revised 1/17/12, 11/17/15

## **POLICY 1: DESIRED OUTCOMES**

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Desired outcomes describe the ends or purposes of our church. Desired outcome policies or ends policies, describe what results we are here to achieve, who the recipients will be, and the costs of those results. These policies do not address means, methods, activities, or specific programs. Desired outcomes reflect the continuous work of the BOD in determining the future direction of the church.

Revised 11/11/08, 1/17/12, 3/18/14, 11/17/15

**POLICY TYPE: DESIRED OUTCOMES**

**POLICY TITLE: 1.0 Global Desired Outcomes**

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Gloria Dei Lutheran Church exists to help people live life with Jesus every day. We focus on our faith family and neighbors using the spiritual gifts and resources that God provides.

Our Mission Statement: Helping One Another Live Life With Jesus Every Day

Our Vision Proper: Family On Mission

Revised 1/17/12, 3/18/14, 11/18/14, 11/17/15

**POLICY TYPE: DESIRED OUTCOMES****POLICY TITLE: 1.1 Values**

In order to remain focused on our Global Desired Outcomes, Gloria Dei Lutheran Church maintains the following values:

**God's Revelation**

God has revealed Himself to us through His creation, through His Word as written in the Bible, and through the person of Jesus Christ.

*Scriptural References: Isaiah 40:5, Romans 1:17, 1 Corinthians 2:11 - 13, 2 Timothy 3:16-17*

**Real Presence**

God is a Real Presence in our lives, in our church, and in the world. His presence is made known in the sacraments of Baptism and Holy Communion, through His Word in the Bible, and through the actions of His people throughout the world. His presence in our lives and in our world is confirmed regularly through prayer.

*Scriptural References: Matthew 28:18-20, 1 Corinthians 11:23-29, 1 Corinthians 12*

**Advancing the Kingdom**

Through His presence and by the Holy Spirit, every person has been uniquely gifted by God to expand the Kingdom of God. Serving and loving others is a tangible expression of Christ's love for us. We are united by our faith in our salvation through Jesus. We respond by demonstrating and sharing our faith with others.

*Scriptural References: Matthew 13, Matthew 18:21-22, Matthew 22:37-40, Matthew 25, Matthew 28:18-20, Hebrews 12:28, Acts 1:8*

**Courageous Generosity**

We not only value being good stewards and tithing the tangible gifts God has given us but we also value living courageously in God's promises. We are demonstrating the generosity that God has called us to as His people when we courageously love, serve, give, speak, and step out to meet a neighbor's need. As courageous followers of Jesus, we rely on God's power to provide and patiently rest in God's assurance that He will provide when we might want to give up.

*Scriptural References: Deuteronomy 14:22, Matthew 22:21, Matthew 25:31-46, Luke 11:42, Acts 20:20, 2 Corinthians 8:1-15, 2 Corinthians 9:6-15*

**Expressed Grace**

We rejoice in God's grace, His gift of salvation freely given through our faith in Him and not something we earn. We reflect that grace in our daily living, speaking, and acting. Our expression of God's grace motivates how we relate to others, how and why we serve others, and in our joyful thanksgiving for all God has given us.

*Scriptural References: 1 Chronicles 16:8, Psalms 7:17, Acts 20:24, Romans 14:19, Galatians 3:26-29, Galatians 5:13-14, Galatians 6:2, Ephesians 2:8-9, Ephesians 4:11-13*

Revised 3/20/12, 3/18/14, 11/17/15

## **POLICY TYPE: DESIRED OUTCOMES**

### **POLICY TITLE: 1.2 Results**

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Gloria Dei Lutheran Church seeks to develop baptized disciples who are living life with Jesus every day as evidenced by our Life Measures:

#### 1.2.1 Living as a Friend, demonstrated by:

- genuinely loving others as God loves us (grace),
- being available and responsive to establishing new friendships (openness),
- showing compassion for the needs of others (care), and
- devoting time to cultivating relationships where spiritual growth occurs (engage).

#### 1.2.2 Loving as a Servant, demonstrated by:

- being attentive to the needs of others in our communities (awareness),
- having capacity in our lives to respond to the needs of others (margin),
- putting the needs of others before our own (selflessness), and
- serving in a manner that maximizes our God-given gifts (giftedness).

#### 1.2.3 Leading as a Guide, demonstrated by:

- being prepared and willing to share our faith when given the opportunity (witness),
- equipping others to serve (investing),
- growing in financial generosity (giving), and
- working with members of the Body (teaming).

#### 1.2.4 Learning as a Follower, demonstrated by:

- growing in our relationships with God by allowing time for conversation with Him (prayer),
- having public and personal worship ignite our desire to follow Jesus every day (worship),
- getting to know God and His will for our lives by spending time in His Word (scripture), and
- consistently responding to God's leadership (obedience).

Revised 1/17/12, 11/18/14, 11/17/15

**POLICY TYPE: DESIRED OUTCOMES**

**POLICY TITLE: 1.3 Recipients**

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Gloria Dei's primary recipients are:

- Our faith family and neighbors (those with whom we live, work, go to school, or otherwise associates).
- Regionally, the people of south Harris, east Brazoria, and north Galveston counties.
- Globally, the people in Central America, as well as those whom Gloria Dei reaches via online web presence.

Revised 1/17/12

**POLICY TYPE: DESIRED OUTCOMES**

**POLICY TITLE: 1.4 Cost**

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Gloria Dei Lutheran Church will faithfully strive to be good stewards of the resources that God provides using sound financial strategies to maximize our results.

Revised 1/17/12, 11/18/14, 11/17/15

**POLICY TYPE: DESIRED OUTCOMES**

**POLICY TITLE: 1.5 Strategic Priorities**

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**TBD – CURRENTLY UNDER DEVELOPMENT**

Revised 10/20/09, 06/15/10, 01/17/12, 03/18/14, 05/20/14, 08/26/15, 11/17/15, 09/20/16, 05/16/17

**POLICY TYPE: DESIRED OUTCOMES**

**POLICY TITLE: 1.6 One-Year Goals**

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Gloria Dei Lutheran Church establishes the following one-year goals for the fiscal year ending in June 2018. The Senior Pastor will develop measures that the Board will approve in order to monitor progress in accomplishing these goals.

- 1.6.1. Develop a 5-year Strategic Plan no later than December 2018.
- 1.6.2. ‘Connect Process’ implemented with overall goal of moving more people into small groups
- 1.6.3. Implementation Team prepared and equipped to launch for League City ministry by end of 2018.

Revised 3/18/14

## **POLICY 2: BOARD PROCESS**

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Board process 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, Chairperson's role, Board member conduct, Board member responsibilities, and the use of committees. If any Board process issues arise that are not specified by these policies, the Board Chair should guide Board process. The Board represents the members of the congregation.

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.0 The Purpose of the Board**

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The purpose of the Board is to govern the organization and represent the members of GDLC as it seeks to fulfill its Biblical functions by (1) achieving results in accordance with our mission within budget constraints, and (2) avoiding unacceptable actions and situations.

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.1 Governing Style**

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The Board will govern with an emphasis on:

- 2.1.1 Outward and future vision rather than internal and present preoccupation.
- 2.1.2 Encouragement of diversity in viewpoints.
- 2.1.3 Strategic leadership rather than administrative detail.
- 2.1.4 Clear distinction of Board and Senior Pastor.
- 2.1.5 Collective group consensus decisions.
- 2.1.6 Proactivity rather than reactivity.

Revised 3/24/09, 3/18/14, 9/16/14

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.2 Governing Process**

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The Board leads and guides the Church by using policy-based governance. The function of the Board is to develop, monitor and enforce policy.

- 2.2.1      Group Authority  
The Board shall exercise its governing authority as a whole. No individual Board member shall exercise such authority except as instructed by the Board.
- 2.2.2      Consensus Decision-Making  
The Board shall strive to make decisions by consensus deferring to a voting process only when the Chair believes consensus cannot be reached.
- 2.2.3      Policy Development  
The Board’s policies are to be active and dynamic. They are meant to be reviewed regularly and changed and refined as necessary based on the intent of each section, the values of the Board, and the changing context within which the congregation functions.
  - 2.2.3.1    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 ministry planning cycle.
  - 2.2.3.2    Request for Policy Review  
Any Board member, the Senior Pastor, or Voters’ Assembly may ask for a review of specific policies. However, the responsibility for establishing policies resides exclusively with the Board.
  - 2.2.3.3    Resolutions  
The Board will pass resolutions for specific actions when required by law, these policies, or the Church by-laws or when otherwise deemed necessary. The Board shall not adopt resolutions for the purpose of circumventing these policies.

Revised 10/16/12, 09/15/15, 09/20/16

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.3 Board Self-Review**

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At the end of every Board meeting, the Board will review its performance based on the nature of the meeting. Possible evaluation points to consider include, but are not limited to:

- 2.3.1 Were communications between the Senior Pastor/Chief of Staff and Operations and the Board characterized by openness and grace?
- 2.3.2 When consensus decisions were required, were members free to express opinions completely and in a respectful manner?
- 2.3.3 Were all Board members respectful towards each other and considerate of time constraints?
- 2.3.4 Was the meeting effective in moving GDLC forward with its Mission?
- 2.3.5 Did the meeting migrate too far into Staff issues?
- 2.3.6 Did the meeting strike a balance between Policy and Strategic issues?
- 2.3.7 Did we each adequately prepare for today's meeting?

Revised 3/28/08, 05/21/13, 3/18/14, 9/16/14, 09/15/15

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.4 Board Job Description**

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**POSITION: Board of Director Member**

*Board members bring significant skills and life experiences to their Board service. They ask tough questions. They not only arrive prepared, but the Senior Pastor may call on them between meetings to test if certain things will work. The Board is a tireless group of people who consistently put the mission of the church first, and realize the responsibility of that role. Board members are of outstanding character, as identified in 1 Timothy 3.*

**REPORTS TO:** Chairperson of the Board of Directors

**TRAINING:**

1. Initial training defining the role of the Board of Directors of Gloria Dei.
2. Required readings
3. Periodic Growth Sessions at Board meetings

**TRAINED BY:** Chair of the Board of Directors or his/her designee in consultation with the Senior Pastor.

**DUTIES:**

1. Serve as one of 11 members of the Board of Directors.
2. Determine the vision of Gloria Dei Lutheran Church.
3. Establish the governing policies for Gloria Dei.
4. Oversee the call process of the Senior Pastor.

**SPIRITUAL GIFTS:**

Discernment  
Wisdom  
Leadership  
Exceptional Faith  
Administration

**QUALIFICATIONS:**

1. Has a heart for and is fully supportive of the mission of Gloria Dei.
2. Has actively participated in a ministry connected to achieving our mission.
3. Is a conceptual thinker.
4. Supportive of and seeking to live out Gloria Dei’s Desired Outcomes as defined in Policy 1.
5. Has a good understanding of the “big picture” at Gloria Dei, with a broad network of relationships and influence.
6. Is able to see the implications of direction, strategy and sets of facts.
7. Is a critical thinker – able to both process information and willing to learn.
8. Makes decisions in the best interest of the entire church.
9. Is cognizant of “ownership interests” within the church.

10. Exhibits personal commitment.
11. Regularly prepares for and makes every effort to attend all meetings.
12. Maintains confidentiality of all discussions not published in official Board of Directors minutes, including protection of all sensitive church data.
13. Participates beyond minimal expectations.
14. Regularly volunteers; does not wait to be asked.
15. Has group skills.
16. Participates in discussions without dominating.
17. Can lead when needed to do so.
18. Helps group live by its own policies.

#### SPIRITUAL DISCIPLINES:

As a recognized leader of Gloria Dei, Board members will develop the following Christian disciplines as examples to the congregation:

1. Delight in weekly congregational worship and regular communion
2. Discern God's will through daily prayer and devotion
3. Devote specific times to personal and group studies of God's Word
4. Develop committed relationships through loving care for one another
5. Display the use of spiritual giftedness in an identified ministry
6. Dedicate tithes (10% of income) and offerings in support of God's work
7. Deliver an authentic witness of Christ by reaching out to others.

MINIMUM AGE: 18

GLORIA DEI MEMBERSHIP: Required

#### COMMITMENT:

1. Three-year term (Eligible to be re-elected for a second consecutive three-year term.)
2. Monthly Board Meeting is usually the third Tuesday of the month beginning at 7:00 p.m. Board generally does not meet in July or December unless needed. Special meetings may be called if the Board determines the need to meet.

Revised 3/18/14, 9/16/14, 8/26/15, 09/20/16

**POLICY TYPE: BOARD PROCESS****POLICY TITLE: 2.5 Board Officer Duties**

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**The Chairperson**

The Chairperson assures the integrity of the Board’s process and, secondarily, occasionally represents the Board to outside parties.

**2.5.1 The Chairperson shall:**

- 2.5.1.1 Preside at all meetings of the Voters’ Assembly and the Board of Directors.
- 2.5.1.2 Be responsible for agendas for meetings of the Board and Voters’ Assembly.
- 2.5.1.3 Serve as a non-voting, ex officio member of all Board committees.
- 2.5.1.4 Appoint any necessary Board committees.
- 2.5.1.5 Sign legal documents set forth in the governing policies or as required by law.
- 2.5.1.6 Enforce the constitution, bylaws and governing policies and perform the general duties as are common for the office, including such additional duties that may be directed by the Voters’ Assembly.
- 2.5.1.7 Ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
- 2.5.1.8 Ensure that meeting discussion content will be only those issues, which, according to Board policy, clearly belong to the Board to decide, not the Senior Pastor.
- 2.5.1.9 Ensure that deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.

**2.5.2 The authority of the Chairperson is limited to making decisions that fall within topics covered by Board policies on Governance Process (Policy 2) and Board-Senior Pastor linkage (Policy 3), except where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.**

- 2.5.2.1. The Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas (Policies 1 and 4). Therefore, the Chairperson, as a stand-alone individual, has no authority to supervise or direct the Senior Pastor.
- 2.5.2.2. The Chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to the Chairperson.
- 2.5.2.3. The Chairperson may delegate the authority described above but remains accountable for its use.

**The Vice Chairperson****2.5.3 The Vice-Chairperson shall:**

- 2.5.3.1 Perform all of the duties of the Chairperson in his/her absence and such other additional duties which may be directed by the Voters' Assembly or by the Chairperson.
- 2.5.3.2 Sign documents as may be required.
- 2.5.3.3 Chair and appoint a Nominating Committee.

### **The Secretary**

- 2.5.4 The Secretary shall:
  - 2.5.4.1 Sign legal documents set forth in the governing policies or as required by law.
  - 2.5.4.2 Be responsible for minutes of all Board of Directors and Voters' Assembly meetings which remain the property of the congregation.
  - 2.5.4.3 Ensure the Board's Policy Manual is updated and maintained.

### **The Treasurer**

- 2.5.5 The Treasurer shall:
  - 2.5.5.1 Conduct a quarterly review of the Balance Sheet (all funds) and the Revenue and Expense Analysis Detail Report by Fund (all accounts).
  - 2.5.5.2 Serve as an authorized signer on all financial accounts.
  - 2.5.5.3 Recognizes that all financial records remain the property of the congregation.

Revised 3/28/08, 05/21/13, 9/16/14

**POLICY TYPE: BOARD PROCESS****POLICY TITLE: 2.6 Board Members' Code of Conduct**

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The Board commits itself and its members to ethical, businesslike, lawful, and Biblical conduct, including proper use of authority and appropriate decorum when acting as Board members.

- 2.6.1 Board members may not attempt to exercise individual authority over the Senior Pastor or with staff and must recognize the lack of authority vested in individual board members except when explicitly authorized by the Board.
- 2.6.1.1 Individual Board member interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Board.
- 2.6.1.2 Individual Board Member interactions with individual Gloria Dei members, the public, press, or other entities must recognize the limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
- 2.6.1.3 Board members will give no consequence or voice to individual criticism of Senior Pastor by church members.
- 2.6.2 Board members will respect the confidentiality appropriate to issues of a sensitive nature or any topics discussed in Executive Session during Board meetings. Board members may offer business, technical or administrative advice when asked. However, members should not expect the advice to be accepted or acted upon.
- 2.6.3 Board members will make every effort to attend all meetings. A board attendance problem exists with any of the following conditions:
- The member has two un-notified absences in a row (“un-notified” means the member did not call a reasonable contact in the organization before the meeting to indicate their anticipated absence).
  - The member has three notified absences in a row.
  - The member misses one third of the total number of board meetings in a twelve-month period.
- 2.6.4 If a Board Code of Conduct problem exists and per the guidance provided by Matthew 18:15-17, the Board Chairperson will promptly contact the offending member to counsel and discuss the problem and determine a corrective action plan, or request that the offending member submit a letter of resignation if they expect to be unable to correct the issue in the future.

If no resolution is able to be achieved between the Board Chairperson and the infringing Board member, the Senior Pastor will be consulted for a collaborative resolution.

Failure of the Senior Pastor and the Board Chairperson to agree on a solution with the Board member in question will result in the issue being brought to the attention of the entire Board for discussion.

Should the Board determine that the offending member is unwilling to correct the issue and also unwilling to submit their resignation, then the entire Board will vote on a recommendation for removal from office. Should the offending member choose to resign, the Board will promptly inform the Congregation of the resignation and initiate the process to fill the vacancy as defined by the Gloria Dei By-laws.

Revised 9/16/14

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.7 Board Committee Definition**

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A committee is a Board committee only if its existence and charge come from the Board regardless whether Board members sit on the committee.

Revised 10/16/12, 05/21/13, 9/16/14, 8/26/15, 09/24/15, 09/20/16, 06/20/17

## **POLICY TYPE: BOARD PROCESS**

### **POLICY TITLE: 2.8 Board Meeting Agendas**

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The Board will generally meet on a monthly basis to conduct GDLC Governance business as delegated to the Board by the GDLC Constitution. The Board, as urgent situations occur, may call an off cycle meeting; the same rules for a quorum apply to any off-cycle meeting. The Board Chair or Vice Chair coordinates all agenda items and issue Agenda prior to all meetings.

- 2.8.1 The following items are mandatory for all regular monthly meetings:
- Open/close meeting with Devotion and Prayer
  - Preview of Board Self Review Questions
  - Consent Agenda with all items identified/posted on website (minutes from previous meeting, congregational statistics, financials on a quarterly basis, Compliance Reports required by Policy 3.2 “Means of Monitoring Results”, etc.) prior to meeting
  - Senior Pastor Report
  - Board Self Review (reference Policy 2.3)
- 2.8.2 The following items are mandatory items once per quarter:
- Review of financial reports as part of the Consent Agenda :
- 2.8.3 The following are additional, optional agenda items as/if applicable:
- Discussion items requested by any Board member, Senior Pastor, or Chief of Staff and Operations submitted to the BOD Chair prior to monthly meetings
  - Any Policy item required by Policy 3.2 “Means of Monitoring Results” or requiring a Board decision
  - Board Growth Session
  - Open Board actions
- 2.8.4 The board meetings are open for GDLC members to observe and listen. Requests to speak to the board regarding an agenda topic, or other non-agenda topic, should be directed to and approved by the Board Chairperson prior to the meeting. The Chairperson will then decide on the appropriate place on the agenda during which to allow this input from the guests. Comments, questions, and/or issues brought forward by the guests will be recorded in the minutes, but further discussion or action on the input made to the Board will be subject to the discretion of the Chairperson. Should the board need to enter into Executive Session, all guests will be excused for the duration of the Executive Session period.

Revised 3/24/09, 9/16/14

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.9 Annual Planning**

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Annual Planning will be completed prior to the end of each fiscal year and will include:

- 2.9.1 Board planning for the upcoming year.
- 2.9.2 Recommendation of the Financial Operating Plan for the next fiscal year as presented by the Senior Pastor for approval by the Voters' Assembly.

Revised 3/24/09, 9/16/14

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.10 Senior Pastor Compensation**

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Senior Pastor Compensation for the next year will be decided after a review of monitoring reports received throughout the last year during the month of April, prior to the approval of the following year's Financial Operating Plan.

Revised 3/28/08

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.11 Cost of Governance**

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Because poor governance costs more than learning to govern well, the Board will keep learning and improving in governance. Board skills, methods, and supports will be sufficient to assure governing with excellence.

- 2.11.1 Training and retraining will be used to orient new members, as well as to maintain and increase existing members' skills and understanding.
- 2.11.2 The Board may use outside monitoring assistance so that the Board can exercise confident control over organizational performance.

Added 8/26/15

**POLICY TYPE: BOARD PROCESS**

**POLICY TITLE: 2.12 Electronic Voting**

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While voting at the Voters' Assembly is, per the Gloria Dei Constitution, by in-person attendance only (Article VI), electronic voting is permitted within the Board of Directors with the following stipulations:

- 2.12.1 Given that the Board strives for consensus whenever possible, the means selected for electronic voting must be such that all Board members are able to see the vote of all other members. There will not be secret ballot voting.
- 2.12.2 The election of Board officers will not be conducted electronically. However Board members who cannot attend the election meeting may make their votes known to the ex officio member (Senior Pastor) who will cast the votes for the absent Board member(s).
- 2.12.3 Items on the agenda of the next Voter's Assembly meeting (e.g. annual financial operating plan, call or termination of a rostered worker, etc.) will not be finalized by electronic voting. It is permissible to develop consensus on one of these items in a Board meeting with final approval performed via electronic vote.

Added 2/21/17

## **POLICY TYPE: BOARD PROCESS**

### **POLICY TITLE: 2.13 Board of Directors Conflict of Interest**

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The Board commits itself and its Members to Christian, ethical, businesslike and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Board Members. Board Members must represent non-conflicted loyalty to the interests of Gloria Dei Lutheran Church. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board Member acting as a client or family member of a client of the congregation's services.

- 2.13.1 Members must avoid conflict of interest with respect to their fiduciary responsibility and therefore must not use any information obtained because of their Board position to further their business; private or personal.
- 2.13.2 Board Members will, as appropriate, disclose their involvement with other organizations, with vendors, or any other associations that might produce a conflict of interest or perceived conflict of interest.
- 2.13.3 When the Board is to decide upon an issue about which a Member has an unavoidable conflict of interest, that Member shall ask to be recused without comment on the deliberation as well as the vote on the matter.
- 2.13.4 When a Board Member fails to ask to be recused in a situation, where other Board Members perceive a conflict of interest, the Member may be excused from the Board's session with a simple majority vote of the Board (not including the Board Member under consideration).

Revised 05/22/12, 05/21/13, 08/26/15, 03/29/16

### **POLICY 3: BOARD-SENIOR PASTOR RELATIONSHIP**

#### **POLICY TITLE: 3.0 Global Board-Senior Pastor Relationship Policy**

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The Senior Pastor is responsible for developing and maintaining a transparent and trusting working relationship with the Board of Directors.

Neither the Board of Directors nor the Senior Pastor operates in isolation. Accordingly, the Board, Senior Pastor, and Chief of Staff and Operations will jointly develop and set Policy, Goals, and Objectives for Gloria Dei. Once agreement is reached, the Senior Pastor shall cause to implement Policy, Goals, and Objectives through people and programs. The Senior Pastor is accountable to the Board of Directors and keeps the Board informed of Policy effectiveness, the health of the Church, and the condition of the Congregation with emphasis on progression toward the Desired Outcomes (Policy 1).

Revised 05/22/12, 5/20/14, 03/29/16

**POLICY TYPE: BOARD-SENIOR PASTOR RELATIONSHIP****POLICY TITLE: 3.1 Manner of Delegating**

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The Board shall delegate authority only to the Senior Pastor except for assignments of its own work to committees, consultants or officers. Any other Gloria Dei employee or entity operating with the authority of the congregation shall receive their direction from the Senior Pastor or a person assigned by the Senior Pastor.

- 3.1.1 Members of the Board shall keep the Senior Pastor informed about interactions with any staff member that violates the spirit of the Board – Senior Pastor linkage.
- 3.1.2 Decisions of the Senior Pastor do not need approval by the Board, except as required by Board policies, previous Board-Senior Pastor agreements, or law.
- 3.1.3 The Senior Pastor may develop operational guidelines, rules or procedures and may make decisions in a way the Senior Pastor deems appropriate as long as they are in accordance with the governing policies adopted by the Board, including the Global Outcomes and Goals (Policy 1). The Senior Pastor shall ensure that any changes to guidelines or agreements required by Board policies are provided to the Board.
- 3.1.4 The Senior Pastor’s direct reports are the Chief of Staff and Operations and the Senior Pastor’s administrative assistant.
- 3.1.5 The Chief of Staff and Operations is responsible for the direct supervision and leadership of the staff. He/She implements agreements made between the Board of Directors and Senior Pastor, including vision, through the staff. The Chief of Staff and Operations is also responsible for management of and development of resources for Gloria Dei Lutheran Church’s culture and brand/image. These responsibilities may not be reassigned without Board approval.
- 3.1.6 In case of the Senior Pastor’s absence or vacancy in the office of the Senior Pastor which continues for more than one month, the Board shall appoint the Chief of Staff and Operations, a staff person, Board member, or other qualified person as the Board shall determine in its discretion, to fulfill the administrative role and responsibilities of the Senior Pastor on a temporary basis.
- 3.1.7 In case of the Chief of Staff and Operations’ absence or vacancy in the office of the Chief of Staff and Operations which continues for more than one month, the Board and Senior Pastor shall jointly appoint a staff person, Board member, or other qualified person as the Board and Senior Pastor together shall determine in its discretion, to fulfill the administrative role and responsibilities of the Chief of Staff and Operations on a temporary basis.

Revised 08/21/12, 05/21/13, 08/26/15, 03/29/16

**POLICY TYPE: BOARD-SENIOR PASTOR RELATIONSHIP****POLICY TITLE: 3.2 Means of Monitoring Results**

The purpose of monitoring results is to determine the degree to which Board policies are being fulfilled. Information that does not do this will not be considered monitoring. Monitoring will be as concise as possible, using a minimum of Board time so that meetings can be used for strategic discussion.

The Board will acquire monitoring data by one or more of three methods:

1. by Internal Report, in which the Senior Pastor discloses compliance information to the Board,
2. by External Report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies,
3. by Direct Board Inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

All policies that instruct the Senior Pastor will be monitored at a frequency and by a method chosen by the Board as specified herein. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule as follows:

**3.2.1 Monthly Reporting Requirements** - at each monthly Board of Directors meeting the Senior Pastor shall:

- Report on the activities, plans and outcomes of the congregation in the form of a Senior Pastor Report to the Board. The monthly Senior Pastor's report need only address areas of concern or non-compliance.

**3.2.2 Quarterly Reporting Requirements** - in January, April, August, and October of each year the Senior Pastor shall:

- Report on his compliance with Policy 4.3, "Financial Planning and Budgeting" by Internal Report.
- Report on his compliance with Policy 4.4, "Financial Condition and Activities" by Internal Report.
- Report on his compliance with Policy 4.5, "Asset Protection and Risk Management" by Internal Report.
- Report on his compliance with Policy 4.7, "Contracts" by Internal Report.

**3.2.3 Annual Reporting Requirements**

- At a minimum of once per year in **February**, the Senior Pastor shall lead a discussion on the perceived effects on Gloria Dei due to the economic, sociological, legal and political conditions of the local community/communities where Gloria Dei is actively engaged in ministry (including but not limited to church campuses, organizations in which Gloria Dei is a significant contributor, and missions abroad). This report will utilize information from the community and data from the LCMS Texas District and Synod, including reports on demographics around the Nassau Bay and League City properties. The Senior Pastor's report should identify any needed changes to ministry

methods or approaches in light of area demographics. In support of this report and as a general practice, the Board of Directors will inform the Senior Pastor of any issues that may positively or negatively influence the ministry of Gloria Dei.

- Each year in **February**, the Senior Pastor shall report on his compliance with Policy 4.2, “Treatment of Staff” by Internal Report.
- Each year in **March**, the Senior Pastor shall report on his compliance with Policy 4.9, “Compensation and Benefits” by Internal Report.
- Each year in **April**, the Senior Pastor shall report on his compliance with Policy 4.11, “Gifts and Bequests” by Internal Report.
- Each year in **May**, the Senior Pastor shall report on his compliance with Policy 4.8, “Emergency Senior Pastor Succession”, Policy 4.12, “Member Termination,” by Internal Report.
- Each year in **June**, the Senior Pastor shall report on his compliance with Policy 4.1, “Issues of Confidentiality” by Internal Report.
- Each year the Senior Pastor will provide the Voter’s an update on the overall health and condition of the Church with emphasis on progression toward the Desired Outcomes (Policy 1).
- Each year in **October**, an Internal Financial Review team comprised of members approved by the Board shall submit a written report of their review of the financial reporting and activities. The purpose of this review is to identify any accounting irregularities and make recommendations.
- Each year in **November**, the Senior Pastor shall report on his compliance with Policy 4.6, “Internal Financial Review” by Internal Report.
- Each year **prior to his Annual Review** by the Board (Policy 3.5) and as needed, the Senior Pastor shall report on his compliance with Policy 4.10, “Communication and Support” by Internal Report and by Direct Board Inspection.
- At a minimum of once per year, the Board, Senior Pastor, and appropriate Staff will conduct strategic planning sessions.

#### 3.2.4 **Five Year Reporting Requirements**

- Every five years the Senior Pastor shall report on his compliance with Policy 4.6, “Internal Financial Review” by External Audit.

#### 3.2.5 **Other Reporting Requirements**

- Upon change of Senior Pastor or Interim Leader, the new Senior Pastor or Interim Leader shall report on compliance with Policy 4.6, “Internal Financial Review” by External Audit.
- When the Senior Pastor thinks there is a potential for an action of the Senior Pastor or Chief of Staff and Operations with respect to Staff, or Programs to have an impact on Outcomes or Goals (Policy 1), the Senior Pastor shall inform the Board Chair and Vice Chair in advance of the action as a method of testing the reasonableness of the action. (Reference Policy 4, page 1).

Revised 5/22/12, 05/21/13, 03/29/16

**POLICY TYPE: BOARD-SENIOR PASTOR RELATIONSHIP**

**POLICY TITLE: 3.3 Accountability of the Senior Pastor**

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The Senior Pastor is the Board’s primary link to operational achievement and conduct. All authority and accountability of staff, as far as the Board is concerned, is considered the authority and responsibility of the Senior Pastor. While the Senior Pastor delegates some of these responsibilities to the Chief of Staff and Operations as defined in Policy 3.1, the Senior Pastor will remain accountable for all actions taken by the staff, including the Chief of Staff and Operations.

- 3.3.1 The Board will never give instructions to persons who report directly or indirectly to the Senior Pastor. The Board of Directors, with awareness of the Senior Pastor, may interact directly with the Chief of Staff and Operations regarding items that have been delegated to the Chief of Staff and Operations per Policy 3.1.
- 3.3.2 The Board will not evaluate, either formally or informally, any staff other than the Senior Pastor or the Board-appointed Interim Pastor/Leader.
- 3.3.3 The Board will view Senior Pastor performance as direct evidence of organizational performance, so that organizational accomplishment of Board-stated Desired Outcomes and compliance with Senior Pastor Limitations will be viewed as successful Senior Pastor performance.
- 3.3.4 The Senior Pastor will relate to the Board with openness, integrity, honesty, and straightforwardness. As part of its duties, interaction with the Board of Directors should serve as an open sounding board for both the Senior Pastor and the Chief of Staff and Operations.

Revised 5/22/12, 05/21/13

**POLICY TYPE: BOARD-SENIOR PASTOR RELATIONSHIP**

**POLICY TITLE: 3.4 Exceeding Senior Pastor Limitations**

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The Senior Pastor shall monitor, inform, correct, and develop preventative systems for exceeding limitations. In the event that an Executive Limitation policy is exceeded, the following action will be taken:

**3.4.1 Senior Pastor Action Steps:**

1. The Senior Pastor will give an immediate notice to the Chairman of the Board once a Senior Pastor Limitation has been recognized to have been exceeded.
2. If the Senior Pastor Limitation (Policy 4) has been exceeded for more than 3 months and has gone unnoticed, the Senior Pastor will develop a better monitoring system and detail that system improvement to the Board for the Board's review and approval.
3. If the exceeded Senior Pastor Limitation is immediately correctable, the Senior Pastor will take the necessary action within policies and report the results to the Board. If the exceeded Senior Pastor Limitation is not immediately correctable, the Senior Pastor will establish and implement a corrective action plan with a timetable for resolution. The corrective action plan and timetable for complete correction requires Board approval.

**3.4.2 Board of Directors Action Steps:**

- 1 The Board will review any Senior Pastor Limitation policy that has been exceeded to determine whether the policy should be revised or updated due to changed circumstances or situations.
- 2 The Board will not allow one-time exceptions to policies. If a policy is exceeded, it is a violation of the policy and not an exception. If an action is acceptable under certain conditions, then those conditions should be stated in the policy and the policy should be updated.

Revised 5/22/12, 05/21/13, 08/26/15, 09/20/16

**POLICY TYPE: BOARD-SENIOR PASTOR RELATIONSHIP**

**POLICY TITLE: 3.5 Annual Review Process for the Senior Pastor**

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The Board will perform an annual 360 degree performance review of the Senior Pastor coordinated/administered by the Board Chair. The performance appraisal shall be completed within the last quarter of the current fiscal year (April-June) and shall cover a period of performance from April 1st of the previous year through March 31st of the current year.

The performance appraisal will focus on the following areas:

- 1 Progression towards Desired Outcomes/Goals.
- 2 Continued performance of the responsibilities and trust of the office of the public ministry (Pastor) as defined by the Lutheran Church - Missouri Synod.
- 3 Compliance with Executive Limitations.
- 4 Board/Senior Pastor Working Relationship.
- 5 Staff/Senior Pastor working relationship.

The Board reserves the right to obtain feedback concerning the Senior Pastor using surveys and interviews.

Revised 05/22/12, 09/17/13, 08/26/15, 05/16/17

## **POLICY 4: SENIOR PASTOR LIMITATIONS**

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Limitations policies address staff means, including how work is accomplished and 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 Policy or LCMS Ordination requirements, all other reasonable actions are considered acceptable. This approach empowers the staff and prevents needless delays that may occur awaiting Board approval for each new initiative or to end an existing program.

This approach for Limitations Policies:

1. allows the Board to responsibly minimize involvement in the details of day-to-day operations.
2. permits the Senior Pastor a great deal of latitude which requires that he develop and maintain a transparent relationship with the Board.

These policies are addressed to the Senior Pastor rather than to the entire staff. The Senior Pastor is held accountable for making for making sure all staff actions fall within the boundaries established by these policies.

These policies apply to **all** areas of the church, including, but not limited to, Mission and Ministry (MMF), Day One Christian Academy (DOCA), and Capital Stewardship Programs (CSP).

Revised 5/22/12

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.0 Global Senior Pastor Limitations Policy**

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The Senior Pastor shall not cause or allow any practice, activity, decision or organizational circumstance, which is either unlawful, imprudent or inconsistent with the Christian faith, LCMS Ordination scriptures, the Constitution, Articles of Incorporation, Bylaws, Policies and Mission of Gloria Dei Lutheran Church, or a violation of commonly accepted business and professional ethics and practices. Accordingly, the Senior Pastor will ensure that GDLC Staff and Lay Leadership develop management/leadership competencies consistent with best practices.

Revised 5/22/12

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.1 Issues of Confidentiality**

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With respect to interactions with members and guests, the Senior Pastor shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, he shall not:

- 4.1.1 Use application forms that elicit information for which there is no clear necessity.
- 4.1.2 Use methods of collecting, reviewing, transmitting, or storing information that fail to protect against improper access to the material elicited.
- 4.1.3 Fail to operate facilities with appropriate accessibility and a reasonable level of privacy, both visual and aural.
- 4.1.4 Fail to maintain a privacy policy.

Revised 5/22/12, 5/16/17

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.2 Treatment of Staff**

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With respect to the treatment of paid and volunteer staff, the Senior Pastor may not cause or allow conditions that are unfair, undignified, disorganized, or unclear. He shall not operate without a written Human Resources manual, which includes a grievance procedure. The manual shall be reviewed by a lawyer no less often than every five years, and made readily accessible to the staff.

Revised 02/12/08, 11/11/08, 05/22/12, 09/17/13, 08/26/15, 06/21/16, 05/16/17

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.3 Financial Planning and Budgeting**

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Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board’s Desired Outcomes priorities, risk fiscal jeopardy, or fail to be derived from a multiyear plan. These policies apply to all funds of the church, including, but not limited to, Mission and Ministry Fund (MMF), Day One Christian Academy, and Capital Stewardship Program (CSP) funds.

Accordingly, the Senior Pastor shall not allow:

- 4.3.1 Budgeting that contains too little information to reasonably project revenue and expenses, separation of capital and operational items, cash flow, disclosure of planning assumptions, and other income/expenses and transfers from investment income for all Church funds.<sup>1</sup>
- 4.3.2 A budget in any fiscal year where “Total Expenses” is greater than “Total Revenues” plus any estimated prior period carryover (loss or gain).<sup>2</sup>
- 4.3.3 The consolidated unrestricted cash liquidity position to be less than \$150,000 at any point in time.<sup>3</sup>
- 4.3.4 Budgeting that provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy (Policy 2.11).<sup>4</sup>

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<sup>1</sup> Compliance for this policy is reflected in the quarterly financial statements (i.e. Balance and Income Sheets) instead of being inculcated through separate compliance reports.

<sup>2</sup> Ibid

<sup>3</sup> Ibid

<sup>4</sup> Ibid

Revised 11/11/08, 05/22/12, 08/26/15, 05/16/17

**POLICY TYPE: SENIOR PASTOR LIMITATIONS****POLICY TITLE: 4.4 Financial Condition and Activities**

With respect to the actual, ongoing financial condition and activities, the Senior Pastor shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Desired Outcomes.

Accordingly, the Senior Pastor shall not:

- 4.4.1 Initiate any **new** borrowings or lines of credit. Drawdowns on existing credit lines and issuance of staff credit cards are permitted, subject to the limits of 4.4.2 below.<sup>5</sup>
- 4.4.2 Maintain a combined outstanding balance in excess of \$150,000 on all existing credit lines.<sup>6</sup>
- 4.4.3 Engage in inter-fund shifting (temporary transfers between any funds) that exceeds \$150,000 at any point in time.<sup>7</sup>
- 4.4.4 Acquire, encumber or dispose of real property.<sup>8</sup>
- 4.4.5 Allow tax payments or other government-ordered payments or filing to be overdue or inaccurately filed.<sup>9</sup>
- 4.4.6 Fail to settle payroll and debts in a timely manner.<sup>10</sup>
- 4.4.7 Allow expenses to be incorrectly recorded in the general ledger.<sup>11</sup>
- 4.4.8 Allow expenses to be paid that are in conflict with I.R.S., federal or local regulations.<sup>12</sup>
- 4.4.9 Fail to capitalize any asset that has an individual value of \$2,500 or more and a useful life of five years or more.<sup>13</sup>
- 4.4.10 Fail to ensure that acquisition or disposal of any single asset or liability that exceeds 1% of the annual operating budget and/or any purchase or sale of real property is approved by the Board of Directors.
- 4.4.11 Fail to ensure that acquisition or disposal of any single asset or liability that exceeds 5% of the annual operating budget and/or any purchase or sale of real property is approved by the Voters' Assembly

Exception to Policies 4.4.10 and 4.4.11 is granted only in the event of an emergency (such as a natural disaster or when an immediate response is required to mitigate losses to life or property). In such cases the Board of Directors, may act in the name and for the welfare of the congregation. Such action must be acknowledged at the next Voters' Assembly.

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<sup>5</sup> Compliance for this policy is reflected in the quarterly financial statements (i.e. Balance and Income Sheets) instead of being inculcated through separate compliance reports.

<sup>6</sup> Ibid

<sup>7</sup> Ibid

<sup>8</sup> Ibid

<sup>9</sup> Ibid

<sup>10</sup> Ibid

<sup>11</sup> Ibid

<sup>12</sup> Ibid

<sup>13</sup> Ibid

Revised 9/21/10, 9/17/13, 11/19/13

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.5 Asset Protection and Risk Management**

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

Accordingly, he may not:

- 4.5.1 Fail to insure against liability losses to board members, staff, and the organization itself in an amount greater than the average for comparable organizations.
- 4.5.2 Fail to provide sufficient insurance against wind/hail and property losses that meet the requirements of the mortgages and protects the ability of Gloria Dei to continue its mission as defined by the Global Outcomes (Policy 1).
- 4.5.3 Allow a sole unbonded individual access to material amounts of funds.
- 4.5.4 Fail to have a plan that ensures adequate risk protection of church assets (plant, equipment, infrastructure, etc.).
- 4.5.5 Subject plant and equipment to improper wear and tear or insufficient maintenance.
- 4.5.6 Unnecessarily expose the organization, its Board, or staff to claims of liability.
- 4.5.7 Make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; or (2) of over \$2,500 without having compared technological compatibility, prices, quality, and life cycle costs.
- 4.5.8 Fail to protect personal information and files from loss or compromise.
- 4.5.9 Receive, process, or disburse funds under controls that are insufficient.
- 4.5.10 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA ratings, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
- 4.5.11 Adversely affect Gloria Dei's public image or credibility.

Revised 10/20/09, 5/22/12

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.6 Financial Reviews and Audits**

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The Senior Pastor shall not fail to ensure adequate annual review of the church's financial condition by using a committee comprised of church members with appropriate expertise and approved by the Board. He also shall not fail to conduct an external audit by a firm approved by the Board at an interval of least every five years and upon change of the Senior Pastor.

Reference Policy 3.2, Means of Monitoring Results.

Revised 05/22/12, 09/17/13, 08/26/15

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.7 Contracts**

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The Senior Pastor shall not enter into any grant or contract arrangement that exceeds one year in duration **and** a total sum of \$150,000, or that contains unacceptable means.

Revised 05/22/12, 08/26/15, 06/21/16

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.8 Emergency Senior Pastor Succession**

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The Senior Pastor must have a plan in place to mitigate the risk of a sudden loss of leadership and not fail to have a contingency plan in place.

- 4.8.1 In order to protect Gloria Dei Lutheran Church from sudden loss of Senior Pastor services, the Senior Pastor shall not fail to have at least one other executive familiar with Board and Senior Pastor issues and processes.
- 4.8.2 The Senior Pastor shall not fail to provide annually a Senior Pastor Replacement Contingency plan. The plan will include life insurance policy covering the Senior Pastor in the amount of \$250,000, naming Gloria Dei Lutheran Church as the beneficiary.

Revised 3/22/11

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.9 Compensation**

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With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Senior Pastor shall not cause or allow jeopardy to fiscal integrity or to public image. Further, without limiting the scope of the foregoing by this enumeration, he shall not:

- 4.9.1 Change his own compensation and benefits, except, as his benefits are consistent with a package for all other employees.
- 4.9.2 Promise or imply permanent or guaranteed employment.
- 4.9.3 Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.
- 4.9.4 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 4.9.5 Hire any staff that is related to him without prior approval of the Board.

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.10 Communication and Support to the Board**

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

- 4.10.1 Neglect to inform the Board of any important development in the health or life of the Church in a timely manner.
- 4.10.2 Allow the Board to be unaware of anticipated adverse media coverage.
- 4.10.3 Fail to report in a timely manner the actual or anticipated non-compliance with a Board policy.

Revised 08/26/15

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.11 Ends Focus of Gifts and Bequests**

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Senior Pastor shall promote good stewardship of the gifts received by the congregation and community. Therefore, the Senior Pastor shall not:

- 4.11.1 Operate without a plan to promote and receive gifts and bequests.
- 4.11.2 Permit the congregation to accept gifts and bequests that run counter to the congregation's values and policies or that have a negative effect on the Desired Outcomes.

Added 08/26/15

**POLICY TYPE: SENIOR PASTOR LIMITATIONS**

**POLICY TITLE: 4.12 Member Termination**

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As prescribed by the Gloria Dei Bylaws, the Senior Pastor shall not fail to have a documented process for termination of membership of a congregant. This policy shall be made available to any member of the congregation upon request.