

# Governance Policies

Good Shepherd Lutheran Church  
2018-2019

## I. Strategic Focus – Outcomes

This Strategic Focus has been developed and revised by the Church Council as outcomes for our congregation. The staff is responsible for addressing these outcomes with the ministry teams by developing action plans to fulfill the outcomes as we carry out our mission:

To be Monitored in April:

- |         |   |
|---------|---|
| Method: | <input type="checkbox"/> By external report and |
|         | <input type="checkbox"/> By direct inspection.  |
| Report: | <input type="checkbox"/> In compliance          |
|         | <input type="checkbox"/> Not in compliance      |

### A. Mission Statement (What do we do?)

Our mission statement is a description of what our congregation actually does. It is an internal mission statement. Making the mission real is a primary responsibility of Council.

**Our mission is to forgive, nourish, love, and support one another through God's Word and Sacrament, so that we may be enabled and equipped to share the message of salvation and the love of God in the world.**

1. Enabled to be a disciple: How does one become a disciple at GSLC?
  - a. By being forgiven: By being forgiven through the grace of Jesus Christ
  - b. By being involved: By being involved in regular spiritual nourishment through worship and Bible study.
  - c. By being visible: By being visible so that others can see God's grace at work in your life.
  - d. By being available: By being available so that members of GSLC can use their gifts and talents in ministry.
2. Equipped to be a disciple: What does a disciple look like at GSLC?

- a. Forgives others: One who willingly and regularly forgives others.
- b. Nurtures others: One who joyfully provides spiritual nourishment to others by communicating the Gospel through word and action.
- c. Involves others: One who is passionately involved in a current ministry that involves serving others.
- d. Encourages others: One who regularly encourages one other person in their walk with the Lord.

## **B. Mission Summary (Why do we exist?)**

**This is our external mission statement.**

**Enabled and equipped to share Jesus.**

## **C. Vision Statement** (Adopted by the congregation on May 20, 2010)

Community Focused to be Community Engaged.

People of GSLC are internally strong and externally focused. They are recognized as people of character. They are known for their Christian presence by being connected and engaged with the community.

### 1. Internally Strong

- a. Character: Who we are!  
Being a disciple of Jesus is an issue of character. Therefore, we are devoted to being enabled and equipped to be disciples of Jesus. We are committed to living by God's standards in our community.

### 2. Externally Focused

- a. Connected: What we see!  
We see people who have the right to hear and experience the Gospel in their life setting. Therefore, our passion to share God's love with others compels us to be connected with people in our community.
- b. Engaged: What we do!  
We want to be agents of influence and change in our community. Therefore, we will seek ways to build bridges with

people in our community by identifying needs and being involved to meet those needs.

#### **D. Core Values: (How do we behave?)**

Core values already exist; they do not change over time. Core values help us make decisions; they are not motivational. They are to be discovered/uncovered. "Core values are the essential and enduring tenets of an organization. They are a small set of timeless and intrinsic guiding principles that require no external validation."

1. Word & Sacrament (Lutheran Confessions)
2. Great Commission
3. Office of the Public Ministry
4. Peace

#### **E. Strategic Anchors: (How will we succeed?)**

Strategy is a collection of intentional decisions an organization makes to give itself the best chance to thrive and differentiate from competitors. Every single decision ought to be made intentionally and consistently as part of the strategy. Every activity ought to be identified to see if it fits under a strategic anchor for us. Anything we do to accomplish our mission is a strategy. The five items below are the strategic anchors.

1. Education
2. Outreach
3. Worship
4. Service
5. Fellowship

#### **F. Outcomes**

The following five items are outcomes for our five strategic anchors.

1. Boldly Confessional (Strategy for Education): Members know and share the basic teachings of our Lutheran Church.

2. Community Connected (Strategy for Outreach): Members meet the needs of our community in a variety of settings where they safely share the Gospel, serve others and grow spiritually.
3. Inspiring Worship (Strategy for Worship): All who worship with us experience joyous and inspiring worship that draws them closer to God, to experience His presence and to grow in faith.
4. Empowered People (Strategy for Service): Members are engaged in many and varied opportunities and regularly begin new ministries.
5. Meaningful Friendships (Strategy for Fellowship): Members, visitors and all with whom we have contact experience Christian love, care, and friendship.

#### **G. Goal(s): Our Big Rock**

1. Goal Setting: (“What is most important right now?”)
  - “What big rock do we want to move?”
  - Choose 1-2 issues for the next 12 months.
  - Focus on one of the five Outcomes.
  - Write a goal.
  - Apply the Lag Measure: “X” (Where we are now) to “Y” (Where we want to be) by “When.”
2. Implementation: (“Who must do what?”)
  - Present to the Congregation
  - Assign to Ministry Teams
  - Council and Ministry Teams brainstorm ways of implementation (Note: Some Teams may not be involved in implementation.)
  - Council and Ministry Teams set objectives (Lead Measures), which are activities that are designed to move the goal toward implementation.
  - Some people may be involved by “clearing the path,” removing obstacles.
  - A Ministry Team may want to choose their own “Big Rock” that will be part of implementation of the Goal.
  - The Council will use the objectives to monitor movement toward implementation.
  - “To achieve a goal you have never achieved before, you must start doing things you have never done before.” (*The Four Disciplines of Execution*)
3. Our Big Rock(s) for 2018-2019, Map Makers’ Challenge:
 

Develop ways for our congregation to intersect with our community.

## II. Senior Pastor Limitations

To be Monitored in April:

- |         |  |
|---------|--|
| Method: | <input type="checkbox"/> By executive report and |
|         | <input type="checkbox"/> By external report;     |
| Report: | <input type="checkbox"/> In compliance           |
|         | <input type="checkbox"/> Not in compliance       |

### A. Global Senior Pastor Constraint – Primary Limitation

The Senior Pastor and staff shall not cause or allow any practice, activity, decision, or church circumstance that is unlawful, imprudent, in violation of or inconsistent with the Christian faith, the Constitution or Bylaws of the Evangelical Lutheran Church of the Good Shepherd of Turlock (Good Shepherd Lutheran Church), or of commonly accepted business and professional ethics.

### B. Senior Pastor & Staff Teamwork

The Senior Pastor and staff shall not fail to speak as one voice to all parties with whom the team is responsible.

### C. Treatment of the Served

With respect to interactions with the served of Good Shepherd Lutheran Church services, the Senior Pastor and staff shall not cause or allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Further, without limiting the scope of the foregoing by this enumeration, he shall not plan in a manner that:

1. Uses application forms that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting or storing client information that fail to protect against improper access.

### D. Treatment of Staff

With respect to the treatment of paid and volunteer staff, the Senior Pastor may not cause or allow conditions that are unprofessional or undignified.

Further, without limiting the scope of the foregoing by this enumeration, he shall not:

1. Operate without a written personnel manual for paid staff that is reviewed every odd numbered year by a lawyer.
2. Fail to conduct biannual written evaluations of ministry staff and submit a report to the People Committee.
3. Allow ministry staff to conduct their ministries without a Ministry Team. (See Ministries Plan.)

## **E. Compensation and Benefits**

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Senior Pastor shall not cause or allow jeopardy to our fiscal integrity or public image.

Further, without limiting the scope of the foregoing by this enumeration, he shall not:

1. Promise or imply permanent or guaranteed employment.
2. Establish current compensation and benefits that deviate materially from the California-Nevada-Hawaii District Salary Guidelines or from the geographic or professional market for the skills employed.
3. Fail to enroll all eligible employees in any mandatory Lutheran Church-Missouri Synod's benefit plans.

## **F. Financial Planning/Budgeting**

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's ENDSOUTCOMES priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Further, without limiting the scope of the foregoing by this enumeration, he (the Senior Pastor) shall not plan in a manner that:

1. Develops a fiscal year budget before the beginning of the fiscal year.

2. Fails to include line items for the Council to use for its own needs.
3. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure of planning assumptions such as projected contributions, operation costs, other income/expenses and transfers from investment income.
4. Risks the church incurring those situations or conditions described as unacceptable in the board's Financial Condition and Activities. (II.,G.)
5. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ENDS in future years.
6. Fails to provide budget guidelines for staff and ministry teams. (See "Budget Guidelines" in Operational Policies.)

## **G. Financial Conditions 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 ENDSOUTCOMES policies.

Further, without limiting the scope of the foregoing by this enumeration, he shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
2. Fail to settle payroll and debts in a timely manner.
3. Permit any expense to be incurred that exceeds the final budgeted amount for that ministry category without it being pre-approved by either the Church Council or its authorized designee, except for expenses outside the direct control of the Pastor, such as utility bills, emergencies, etc.
4. Deviate from the written Investment Policy. (See Operational Policies \_\_\_\_.)
5. Deviate from the written Handling Cash Guidelines. (See Operational Policies \_\_\_\_.)
6. Fail to provide adequate insurance for property.

## **H. Communication and Support to the Council**

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

Further, without limiting the scope of the foregoing by this enumeration, he shall not:

1. Neglect to submit monitoring data required by the Council in a timely, accurate and understandable fashion, directly addressing provisions of Council policies being monitored.
2. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Council.
3. Let the Council be unaware of relevant trends, anticipated and adverse media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in the assumptions upon which any Council policy has previously been established.
4. Fail to advise the Council if, in the Senior Pastor's opinion, the Council is not in compliance with its own policies on Governance Process and Council-Staff Linkage, particularly in the case of Council behavior that is detrimental to the work relationship between the Council and the Senior Pastor.
5. Fail to supply to the Council as many staff and external points of view, issues and options as the Council determines it needs for fully informed Council choices.
6. Present information in unnecessarily complex or lengthy form.
7. Fail to supply for the consent agenda all items delegated to the Senior Pastor yet required by law or contract to be Council approved, along with the monitoring assurance pertaining thereto.

## **I. Interim Succession**



In order to protect the congregation from sudden loss of Senior Pastor services, the Senior Pastor may have no fewer than two other lay and/or staff familiar with congregational issues and operational policies. The Council will fill the Senior Pastor position in the interim.

- ◆ Mark de la Motte
- ◆ Tammy Ferrill-Paiz
- ◆ \_\_\_\_\_
- ◆ \_\_\_\_\_

## J. Crisis Management Plan

The Senior Pastor shall not allow the congregation to operate without a written operational Crisis Management Plan. (See Operational Policies.)

## K. EndsOutcomes Focus of Gifts and Bequests

The Senior Pastor shall not operate without a plan to promote and receive gifts and bequests to the church. (See "Planned Giving Gifts Guidelines" in Operational Policies.)

Further, without limiting the scope of the foregoing by this enumeration, he shall not:

1. Enter into acceptance of any gift or bequest unless it emphasizes the fulfillment of the Council's ENDS-Outcomes and contributes to the avoidance of unacceptable means; or allow the acceptance of gifts and bequests that are too restrictive or violate the church's not-for-profit (501-c3) status.
2. Fail to prohibit particular methods and activities to preclude such funds from being used in imprudent, unlawful, unchristian or unethical ways.

## **L. Fundraising**

The Senior Pastor may not operate without guidelines for fundraising or any solicitation of funds. (See “Fund Raising Guidelines” in Operational Policies.)

Further, the Senior Pastor shall not:

1. Allow the implementation of any fundraising activity without the congregation being aware of the specific purpose and goal.

## **M. Planning**

The Senior Pastor shall not fail to provide an annual Ministries Plan that includes specific outcomes for the upcoming year.

Further, the Senior Pastor shall not:

1. Fail to provide an annual report to the Council and congregation on the progress of all Ministry team outcomes and strategies used to fulfill those outcomes.

## **N. Long Range Outlook**

The Senior Pastor shall not fail to present to the Council an annual long-range outlook.

## **O. New Operational Structures or Ministries**

The Senior Pastor shall not allow any new operational structure or ministry to begin without an operational plan for the structure or ministry and without informing the congregation.

### III. Governance Process

<u>To be Monitored in April</u>	
Method:	<input type="checkbox"/> By external report and <input type="checkbox"/> By direct inspection.
Report:	<input type="checkbox"/> In compliance <input type="checkbox"/> Not in compliance

#### A. Global Governance Commitment – Primary Responsibility

The purpose of the Council on behalf of the congregation is to see to it that Good Shepherd Lutheran Church (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.

#### B. Governing Style

The Council will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation; (b) encouragement of diversity in viewpoints; (c) strategic leadership more than administrative detail; (d) clear distinction of Council and Senior Pastor roles; (e) collective rather than individual decisions; (f) future rather than past or present, and (g) proactivity rather than reactivity. Accordingly:

1. The Council will cultivate a sense of group responsibility. The Council, not the staff, will be responsible for excellence in governing. The Council will be the initiator of policy not merely a reactor to staff initiatives. The Council will not use the expertise of individual members to substitute the judgment of the Council, although the expertise of the individual members may be used to enhance the understanding of the board as a body.
2. The Council will direct, control and inspire the church through the careful establishment of Council written policies reflecting the church's values and perspectives. The Council's major policy focus will be on the intended long-term impacts of the church's ministry, not on the staff or programmatic means of attaining those effects.
3. The Council will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles and ensuring the continuance of governance

capability. Although the Council can change its governance process policies at any time, it will observe them scrupulously while in force.

4. Continual Council development will include orientation of new Council members in the Council's governance process and periodic Council discussion of process improvement.
5. The Council will allow no officer, individual or committee of the Council to hinder or be an excuse for not fulfilling its commitments.
6. The Council will monitor and discuss the Council's process and performance at each meeting. Self-monitoring will include comparison of Council activity and discipline to policies in the Governance Process and Council-Pastor Linkage categories. (See Appendix, PRAE, Process Review At End.)
7. The Council will always "speak with one voice," by supporting all decisions once they have been fully discussed and resolved.

### **C. Council Job Description**

Specific job products of the Council, as an elected and informed agent of the church, are those that ensure appropriate organizational performance. Accordingly, the Council has direct responsibility to create:

1. Assurance that the Constitution and By-laws are followed at all times and in all circumstances.
2. A link with the membership of the church.
3. Written governing policies that address the broadest level of all church decisions and situations.
4. Strategic Focus: EndsOutcomes Statements, core values, mission, vision, outcomes, beneficiaries and cost.
5. Senior Pastor Limitations: Constraints on Senior Pastor authority that establish the prudence and ethics boundaries within which all Senior Pastor activity and decisions must take place.
6. Governance Process: Specification of how the Council conceives, carries out and monitors its own task.
7. Board-Staff Relationship: How power is delegated and its proper use monitored, the Senior Pastor's role, authority and accountability.

8. Assurance of successful Senior Pastor performance.

## **D. Agenda Planning**

To accomplish its job products with a governance style consistent with Council policies, the Council will follow an annual agenda that (a) completes a review of Ends policies annually and (b) continually improves Council performance through Council education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of March so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Council's most recent statement of EndsOutcomes.
2. The cycle will start with the Council's development of its agenda for the next year.
  - a. Consultations with the stewards or other methods of gaining membership input will be determined and arranged in the first quarter, of the governing year.
  - b. Governance education, and education related to Ends determination (presentations, by futurists, demographers, advocacy groups, staff etc.) will be arranged in the first quarter, to be held during the balance of the year.
3. Throughout the year, the Council will attend to consent agenda items as expeditiously as possible.
4. Monitoring of Governance Policies will be followed according to the Annual Agenda and Dates for Monitoring. (See Appendix.)
5. Monitoring of the Senior Pastor will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.

## **E. Council Committee Principles**

Council committees, when used, will be assigned so as to reinforce the wholeness of the Council's job and so as never to interfere with delegation from Council to Senior Pastor. This policy applies to any group that is formed by Council action, whether or not it is called a committee and regardless whether the group includes Council members. It does not apply to committees formed under the authority of the Senior Pastor.

1. Council committees are to help the Council do its job, not to help or advise the staff. Committees ordinarily will assist the Council by preparing policy alternatives and implications for Council deliberation. In keeping with the Council's broader focus, Council committees will normally not have direct dealings with current staff operations.
2. Council committees may not speak or act for the Council.
3. Council committees cannot exercise authority over staff. Because the Senior Pastor is responsible to the full Council, he will not be required to obtain approval of a Council committee before an executive action.
4. Council committees are to avoid over-identification with congregational parts rather than the whole. Therefore, a Council committee that has helped the Council create policy on some topic will not be used to monitor congregational performance on the same subject.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity and not without charter and term of service.

## **F. Council President's Role**

The President of the Council, a specially empowered member of the Council, assures the integrity of the Council's process and, secondarily, occasionally represents the Council to outside parties. Accordingly:

1. The assigned result of the President's job that the Council behaves consistently with its own rules and those legitimately imposed upon it from outside the congregation.
  - a. Meeting discussion content will be on those issues that, according to Council policy, clearly belong to the Council to decide or to monitor.
  - b. Information that is for neither monitoring performance nor Council decisions will be avoided or minimized and always noted as such.
  - c. Deliberation will be fair, open and thorough, but also timely, orderly and kept to the point.
2. The authority of the President consists in making decisions that fall within topics covered by Council policies on Governance Process and

Council-Senior Pastor Relationship, with the exception of (a) employment or termination of the Senior Pastor and (b) where the Council specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies.

- a. The President is empowered to chair Council meetings with all the commonly accepted power of that position, such as ruling and recognizing.
- b. The President has no authority to make decisions about policies created by the Council within EndsOutcomes and Senior Pastor's Limitations policy areas. There, the President has no authority to supervise or direct the Senior Pastor.
- c. The President may represent the Council to outside parties in announcing Council-stated positions and in stating chair decisions and interpretations within the areas delegated to him.
- d. The President may delegate this authority, but remain accountable for its use.

## **G. Council Members' Code of Conduct**

The Council commits itself and its members to Christian, ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Council members. Accordingly:

1. Council members' first responsibility is to the congregation, not to any personal interest.
2. Council members relate to others with integrity, honesty and straightforwardness.
3. Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - a. Members will disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as a conflict.
  - b. When the Council is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent himself/herself from the discussion and vote.

4. Members may not attempt to exercise individual authority over the congregation.
  - a. Members' interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly Council authorized
  - b. Members' interaction with public, press or other entities must recognize the same limitations and the inability of any Council member to speak for the Council except to repeat explicitly stated Council decisions.
  - c. Except for participation in Council deliberation or discussions with the Senior Pastor about whether reasonable interpretation of Council policy has been achieved by the Senior Pastor, members will avoid individual judgments of performance of the Senior Pastor's staff.
5. Members will respect the confidentiality appropriate to issues of a sensitive nature. (What is said here stays here.)
6. Members will be properly prepared for Council deliberation and attend all Council meetings, unless excused by the chair or recused due to a conflict of interest.
  - a. If a member must be absent, he/she will contact the Council chair before the meeting and after the missed meeting.
7. Members will regularly attend worship, involved in Bible study, be a good steward of God's resources, support the Senior Pastor's ministry plan and regularly attend congregational events.
8. A member of the Council who violates any policy shall be counseled by the President. Should the violations continue, the Council member shall be counseled by the Church Officers and, if the violations continue, then the Council as a whole. Decisions concerning a request for resignation of any Council member who continues to violate policy after such counseling shall normally be made by the Council and shall require a 2/3 majority vote of the Council with said member not voting or being counted in determining such majority.
  - a. Should the President violate policy, it shall be the responsibility of the Vice-President to initiate such counsel.
9. Immediate family members cannot serve on the Council at the same time (spouse, children, brothers, sisters).

## **H. Limitations of the Council**



The Council shall act on behalf of the congregation in all matters delegated to it by the Constitution and Bylaws. The Council shall not:

1. Call or remove the Senior Pastor.
2. Call or hire any other called workers or any other employees.
3. Undertake a capital campaign.
4. Incur long-term debt.
5. Buy, sell, mortgage or transfer real estate.
6. Execute a merger or dissolution of the congregation.
7. Amend the Constitution or By-Laws.
8. Involve itself in operational policies.

## **I. Council Training and Self-Review**

Council skills, methods and support will be adequate to assure quality governance.

1. Training will be provided for new Council members.
  - a. Training will be provided by one Council member and the senior pastor.
  - b. Training will be provided before the first Council meeting in the new fiscal year.
2. The Council will conduct an annual self-review, focusing on:
  - a. Openness and communication with the Stewards.
  - b. Openness and communication with the Senior Pastor.
  - c. Ability and skill in developing and monitoring policies.
  - d. Adherence to governance policies.
  - e. Results of the monthly PRAE forms.
  - f. Compliance to the Constitution and By-Laws.

## **J. Senior Pastor Oversight**

The Council shall entrust oversight of the Senior Pastor to at least one Elder and one Council member. The Head Elder shall report to the Council when the annual performance appraisal has been completed.

## **K. Dialog with the Stewards**

The main responsibility of the Council is to represent the stewards of the congregation. This is done through the development of EndsOutcomes and outcomes for the congregation. Therefore, the Council will:

1. Define the stewards of the congregation.
2. Develop methods for dialog with the stewards.

## IV. Council-Senior Pastor Relationship

<u>To be Monitored in April</u>	
Method:	<input type="checkbox"/> By external report and <input type="checkbox"/> By direct inspection.
Report:	<input type="checkbox"/> In compliance <input type="checkbox"/> Not in compliance

### A. Global Governance-Management Connection

The Council's sole official connection to the staff (paid and volunteer), its achievements and conduct will be through the Senior Pastor.

### B. Unity of Control

Only officially passed motions of the Council are binding on the Senior Pastor. Accordingly:

1. Decisions or instructions of individual Council members, officers or committees are not binding on the Senior Pastor except in rare instances when the Council has specifically authorized such exercise of authority.
2. In the case of Council members or committees requesting information or assistance without Council authorization, the Senior Pastor can refuse such requests that require, in the Senior Pastor's opinion, a material amount of staff time or funds or are disruptive.

### C. Accountability of the Senior Pastor

The Senior Pastor is the Council's only link to operational policies, achievement and conduct, so that all authority and accountability of staff, as far as the Council is concerned, is considered the authority and accountability of the Senior Pastor. Accordingly:

1. The Council will never give instructions to persons who report directly or indirectly to the Senior Pastor.
2. The Council will not evaluate, either formally or informally, any staff other than the Senior Pastor.

3. The Council will view Senior Pastor performance as identical to organizational performance, so that organizational accomplishment of Council stated EndsOutcomes and avoidance of Council-prescribed means will be viewed as successful Senior Pastor performance.

## **D. Delegation to the Senior Pastor**

The Council will instruct the Senior Pastor through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Senior Pastor to use any reasonable interpretation of these policies.

Accordingly,

1. The Council will develop policies instructing the Senior Pastor to achieve specified results, for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called EndsOutcomes policies.
2. The Council will develop policies that limit the latitude the Senior Pastor may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels and they will be called Executive Limitation policies.
3. As long as the Senior Pastor uses any reasonable interpretation of the Council's EndsOutcomes and Executive Limitations policies, the Senior Pastor is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Senior Pastor shall have full force and authority as if decided by the Council.
4. The Council may change its EndsOutcomes and Executive Limitations policies, thereby shifting the boundary between Council and Senior Pastor domain. By doing so, the Council changes the latitude of choice given to the Senior Pastor. But as long as any particular delegation is in place, the Council will respect and support the Senior Pastor's choices.

## **E. Monitoring Senior Pastor Performance**

Systematic and rigorous monitoring of Senior Pastor job performance will be solely against the only expected Senior Pastor job outputs; organizational accomplishment of Council policies on EndsOutcomes

and organizational operation within the boundaries established in Council policies on Executive Limitations. Accordingly:

1. Monitoring is simply to determine the degree to which Council policies are being met. Data that do not do this well will not be considered to be monitoring data.
2. The Council will acquire monitoring data by one or more of three methods: (a) By executive report, in which the Senior Pastor discloses compliance information to the Council; (b) By external report, in which an external, disinterested third party selected by the Council assesses compliance with Council policies; (c) By direct inspection, in which a designated member or members of the Council assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable Senior Pastor interpretation of the Council policy being monitored. The Council is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Council members or by the Council as a whole.
4. All policies that instruct the Senior Pastor will be monitored at a frequency and by a method chosen by the Council. The Council can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.