



KING OF GLORY

LUTHERAN

CHURCH



GOVERNANCE POLICY MANUAL



**KING OF GLORY
GOVERNANCE POLICY MANUAL
RECORD OF CHANGES**

Date Revision No.	Type	Notes
21 Jan 19	Substantive	Incorporates Council Approved Governance Committee review of Sections 1-4 conducted between fall 2017 and fall 2018
9 Nov 20	Substantive Administrative	Incorporates Council approved Governance Committee review of Section 2 and secretarial administrative changes
12 May 21	Substantive	Incorporates language in sections 2.12.6 and 3.4.7 dealing with Investment Committee (Bylaw changes approved at May 21, 2021 Voters' Assembly).
May 2022	Substantive Administrative	Incorporates Council approved Governance Committee review of Sections 1-4 and secretarial administrative changes
May 2023	Administrative	Updated logo
October 2024 Revision No. 1	Substantive Administrative Formatting	See Attachment four (4) for a detailed list of changes.



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1. **DEFINITIONS**

- 1.1. Executive Officers of the Church Council are:
 - The Chair
 - The Vice-Chair
 - The Secretary
 - The Treasurer
- 1.2. Executive Director – (Senior Pastor) reports to the Church Council; all other Church Staff/Personnel report to the Executive Director/Senior Pastor.
- 1.3. “Director(s)” – These are department manager positions separate from Church Council and/or Senior Pastor. These positions report to the Executive Director/Senior Pastor. They include, but are not limited to:
 - Director of Operations
 - Director of Youth and Digital Ministries
 - Director of School Ministries
 - Director of Music and Worship Arts
 - Associate Director of Community Engagement
 - Associate Director of Childrens Ministries
- 1.4. Church Council is elected by the voting members of the congregation made up of eleven (11) members. Additionally, the Senior Pastor and a representative of the Council of Elders serve as ex officio members.
- 1.5. Governance Policy Manual, this document. “GPM” in subsequent references.

2. **STRATEGIC FOCUS/DIRECTION/ENDS**

This section expands upon the Mission and Confessional Standard articles of the Constitution and defines the intent of the term “Mission and flow of the congregation” in the Constitution and Bylaws.

2.1. **Mission**

2.1.1. Connect-Grow-Live

- Connect to God and His people
- Grow in faith and love
- Live through service and sharing

2.2. **Vision**

2.2.1. That ALL may know the love of Jesus



2.3. Confession

- 2.3.1. **Bible:** The Bible is God's Word, in which He reveals His law and His gospel of salvation in Jesus Christ. It is the sole rule and norm for Christian doctrine.
- 2.3.2. **Sacraments:** We rejoice that God provides a means for us to be connected to His grace and love. Through the gift of Baptism, He delivers all of His promises to us. Through the gift of Holy Communion, He comes to us, real and present, so that we might experience His forgiveness, His power and His mercy.
- 2.3.3. **Faith in the Triune God:** We teach and respond to the love of the Triune God: The Father, creator of all that exists; Jesus Christ the Son, who became human to suffer and die for the sins of all human beings and to rise to life again in the ultimate victory over death and Satan; and the Holy Spirit, who creates faith through God's word and sacraments. We rejoice that Jesus is the Messiah, the Way, the Truth and the Life.

2.4. Values

- 2.4.1. We see a church that is **WELCOMING**: Where people of all walks of life are welcome and encouraged to connect to God and His people and receive the joy of Jesus.
- 2.4.2. We see a church that is **intentionally GROWING**: Where people are being moved forward in their spiritual walk-through worship, education and prayer, walking closer to Christ, living a life of daily worship and devotion to Him.
- 2.4.3. We see a church that is **ELASTIC**: Where people are growing and changing as often as necessary for the sake of Christ's message of salvation for the world.
- 2.4.4. We see a church that is **DIVERSE**: Multiple points of entry are offered to connect people to the saving power of Jesus.
- 2.4.5. We see a church that is **ACTIVE**: Where people are participating in the work of the church and intentionally taking Jesus into the community (beyond our church walls), living their faith through service and sharing.
- 2.4.6. We see a church that is **CARING**: A community that cares for the needs of others and seeks the best in each other so that the Lord may be praised through our love.
- 2.4.7. We see a church that is **WITNESSING**: A community where those who have Jesus in their lives are willing to do whatever it takes to ensure that Jesus' love is shared with others.



2.5. Critical Targets*

2.5.1. King of Glory will:

- 2.5.1.1. Connect: Utilize innovative connection points to increasingly attract evolving demographic and generational groups.
- 2.5.1.2. Grow: Utilize the ministries at KOG, intentionally engage the congregation to broaden and deepen faith toward God and love for others.
- 2.5.1.3. Live: Utilize the Priesthood of Believers, our campus, and technology as strategic resources to increase opportunities for people to embrace the vision and mission at King of Glory.
- 2.5.1.4. That ALL may know: Strategically engage the community as a beacon of Jesus' love.

**(These ends statements are established and updated annually to ensure that we can see and measure that we are working in alignment and support of our Mission and our Vision.)*

3. **CHURCH COUNCIL SELF-GOVERNANCE**

3.1. **Church Council Responsibilities** – The overall responsibility of the Church Council is to provide a strong, powerful, and ethical leadership in support of the congregation's mission. To that end, the Church Council will:

- 3.1.1. Ensure that the STRATEGIC FOCUS/DIRECTION/ENDS of the congregation is the driving force for all activities and related ministries.
- 3.1.2. Annually review and update the STRATEGIC/FOCUS/DIRECTION/ENDS.
- 3.1.3. Maintain current Governance Policies for the Church Council.
- 3.1.4. Provide oversight of all congregational activities by establishing, monitoring and ensuring adherence to limitations that guide the efforts of the Senior Pastor (Executive Director).
- 3.1.5. Ensure that the policy and financial decisions are executed in accordance with the Constitution and Bylaws of the congregation.
- 3.1.6. Communicate regularly with the Congregation Members the pertinent activities of the Church Council and remain open to communication from the Members.
- 3.1.7. Exercise concern for the spiritual and physical welfare of the staff, especially the Senior Pastor, supporting them with prayer, and upon the request of the Senior Pastor, providing appropriate counsel to staff members.



3.2. **Church Council Member Responsibilities** – the Church Council Members will:

- 3.2.1. Commit to working together in covenant relationship defined by the Christian faith and these policies, agreeing to accept discipline accordingly. (See GPM 3.2.2.)
- 3.2.2. Regularly participate in the worship, educational and missional life of the congregation.
- 3.2.3. Undertake personal spiritual disciplines for the development of their own faith lives.
- 3.2.4. Be prepared for Church Council meetings.
- 3.2.5. Attend Church Council meetings regularly, not missing more than one meeting in any given quarter. Should it be necessary to miss a meeting, Members will notify the Church Council Chair.
- 3.2.6. Work to expand their leadership abilities and increase their understanding of the mission and ministry of the congregation.
- 3.2.7. Gain a working knowledge of the Church Council Governance Policy Manual.
- 3.2.8. Actively participate in Church Council meetings, special briefings and the policy development process.
- 3.2.9. Make informed decisions by insisting on complete and accurate information.
- 3.2.10. Support all decisions once they have been fully discussed and resolved by the Church Council.
- 3.2.11. Invest personal energy and skills in the mission and ministries of the congregation, seeking opportunities where individual skills and abilities can be applied other than the role of Church Council Member.
- 3.2.12. Relate to other individuals with integrity, honesty, straightforwardness, kindness and love.
- 3.2.13. Actively ensure that they and other Members of the Church Council adhere to actions and conditions that are consistent with this Governance Manual.
- 3.2.14. Bring to the Church Council Chair's immediate attention any condition or action that they believe exceeds Senior Pastor Limitations (See Policy 5.6). The Church Council Chair will promptly present to the Senior Pastor the concern and provide a report to the Church Council.
- 3.2.15. Keep Church Council documents and discussions confidential, unless permission to release that information is agreed upon and given by the



Church Council acting as a whole. The following are exempt from this provision:

3.2.15.1.The Church Council Governance Policy Manual.

3.2.15.2.The Church Council approved minutes (excepting those of Executive Sessions).

3.2.15.3.The Church Council approved financial statements.

3.2.16. Be familiar with and put into practice any specific policies developed to guide the behavior of Members of the Church Council.

3.2.17. Refrain from hindering the Church Council process due to individual proclivities or disruptive behavior.

3.2.18. Avoid any conflicts of interest with the interests of King of Glory. Annually review the Conflict-of-Interest Policy Attachment 1 and sign and return to the Council Chair for filing.

3.3. Church Council Self Governance – Church Council self-governance is intended to assist Church Council members in maintaining good communication and a full commitment to working in a covenant relationship.

3.3.1. A Member of the Church Council who violates any policy will be counseled by the Chair.

3.3.2. Should violations continue, the Church Council Member will be counseled by the Executive Officers and, if violations continue, then be counseled by the Church Council as a whole.

3.3.3. Decisions concerning a request for resignation of any Church Council Member who continues to violate policy after such counseling will normally be made by the Church Council and will require a 2/3 majority vote of the Church Council with said Member not voting or being counted in determining such majority.

3.3.4. If the individual Church Council Member under discipline refuses to resign, the Church Council may remove the member from the Church Council. This removal requires a 2/3 majority vote of the Church Council with said Member not voting or being counted determining such a majority.

3.3.4.1. The Church Council Chair will report the removal of a Church Council Member under discipline and the reasons for removal to the congregation members at the next Voters' Assembly. By a 2/3 vote, the Voters' Assembly may reinstate the Church Council Member under discipline.



3.3.4.2. Should the Chair of the Church Council violate policy, it will be the responsibility of the Vice-Chair to initiate such counsel.

3.4. Enunciating Governance Policies

3.4.1. The Church Council will maintain written policies of four types:

- 3.4.1.1. Strategic Focus/Direction/Ends: Affirmative statements setting forth the purposes and ends.
- 3.4.1.2. Church Council Self-Governance: Statements setting forth the style and rules with respect to the Church Council's own tasks and processes.
- 3.4.1.3. Senior Pastor Limitations: Limiting statements that bind or restrict activity of the staff.
- 3.4.1.4. Church Council/Senior Pastor Relationship: Clarifying statement about delegation to and monitoring of ministry implementation.

3.5. Governance Process

3.5.1. Governance Philosophy: The Church Council will govern with emphasis on:

- Spiritual vision;
- Encouragement of diversity of viewpoints;
- Strategic leadership more than operational detail;
- Ends, not means, ensuring achievement of Critical Targets;
- Clear distinction of Church Council and Senior Pastor roles;
- Collective rather than individual decisions;
- The future rather than the past or present; and
- Being proactive rather than reactive.

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

3.5.3. Scope of Activities: All activities of the Church Council, its officers, committee(s) or Members will relate to the specific responsibilities of the Church Council as formally adopted at Church Council meetings.

3.5.3.1. The Church Council will act on behalf of the congregation in all matters delegated to it by the Constitution (Article VIII) and Bylaws (Article IV) or by action of the congregation at a Voters' Assembly.



3.5.3.2. Without express authority of the congregation to carry out a specified task within a specified time, the Church Council will not:

3.5.3.2.1. Call or remove the Senior Pastor or any other called worker.

3.5.3.2.2. Undertake capital campaigns of any amount greater than 10% of the current year budget.

3.5.3.2.3. Elect Members of the Church Council except as allowed in the Constitution and Bylaws.

3.5.3.2.4. Excommunicate a member of the congregation.

3.5.3.2.5. Execute a merger or a dissolution of the congregation.

3.5.3.2.6. Execute a merger or a dissolution of the School Ministry.

3.5.3.2.7. Amend the Church's Constitution or Bylaws.

3.5.3.2.8. Modify on behalf of the congregation the Vision Statement.

3.5.3.3. In the event that the congregation cannot meet and vote, the Church Council may act on behalf of the voters and ask the voters to ratify those actions when they are able to meet. The Church Council will only take actions that would be within their authority if they had the members' prior approval; are intended to benefit the congregation; are objectively reasonable; and for which the leadership has a high degree of confidence that the members will subsequently ratify that action. The Church Council will ensure that the congregation is notified when this action is taken.

3.5.4. Group Action: The Church Council will exercise its governing authority as a whole. No individual Church Council Member will exercise such authority except as provided in the Governance Policy Manual or specific written instructions adopted by the Church Council.

3.5.5. Governance Policy Development: The Church Council's Governance Policies are to be active and dynamic. Accordingly, they are meant to be regularly reviewed and revised based on experience with each policy, the intent of each section, the values of the Church Council and the changing context within which the congregation functions.

3.5.5.1. Resolutions: The Church Council will pass resolutions for specific actions only when those actions are required by Federal, State or municipal law, the Constitution or Bylaws, or will affect only the Church Council.



3.5.5.2. Senior Pastor Actions: All Church Council decisions regarding actions of the Senior Pastor will be done through policy.

3.5.5.3. The Church Council will review limitation(s) policies for their soundness of ethical and prudent behavior and will not dictate appropriate actions except in regards to compliance with policies.

3.5.5.3.1. The Church Council will rewrite policies when appropriate.

3.5.5.4. Governance Policy Review: Any Church Council Member, the Senior Pastor or Voters' Assembly may ask for a review of specific policies. However, never does the responsibility for effective and appropriate governance policy development rest with any individual or body other than the Church Council as a whole.

3.5.5.5. Governance Policy Review Schedule: The Church Council will establish an annual policy review calendar to coordinate the annual review of every policy (See GPM 3.15.3). They will make every effort to coordinate the calendar with the business cycles of the congregation.

3.6. Fiscal Responsibilities – The Church Council's fiscal responsibility will be charged by:

3.6.1. Establishing limitations regarding Senior Pastor financial authority, budget development and control of assets (See GPM 4.4).

3.6.2. Establishing lines of credit for short-term debt.

3.6.3. Monitoring the fiscal soundness of the congregation.

3.6.4. Systematically monitoring compliance with these policies on a monthly basis. The Church Council Chair may appoint a Financial Advisory Committee, chaired by the Treasurer. Additional members of the Financial Advisory Committee will be the Council Chair, Council Vice Chair, the Senior Pastor, the Accounts Manager and other staff and Church Council members as appointed by the Church Council Chair.

3.6.5. Arranging, with the assistance of the Senior Pastor, yearly financial reviews.

3.6.5.1. An external review or audit will be scheduled as required by state law or at the discretion of the Church Council.

3.6.5.2. An internal review will be completed annually.

3.6.5.3. Receiving, reviewing and accepting the report of the financial audit or review.



3.7. Calling of the Senior Pastor

- 3.7.1. The right of calling the Senior Pastor is vested in the entire congregation and will be done through a Voters' Assembly; it will not be delegated to a smaller body or to an individual.
- 3.7.2. In case of a vacancy in the office of the Senior Pastor, the Church Council will appoint a Call Committee. The Call Committee will consist of the Vice Chair, one other non-officer Member of the Church Council, and as many at large members from the congregation as the Church Council determines are needed. The Call Committee will not fail to:
 - 3.7.2.1. Establish a set of criteria for the position, with special attention to the leadership needs for policy-based governance;
 - 3.7.2.2. Seek appropriate assistance from the President of the Southeastern District
 - 3.7.2.3. Call for nominations from the congregation.
 - 3.7.2.4. Establish an effective interview and evaluation process which includes telephone, video teleconferences and, as needed, personal interview.
 - 3.7.2.5. Provide a list of recommendations, qualified candidates to the Church Council.
 - 3.7.2.6. Establish and facilitate the interview process for the list of candidates approved by the Church Council.
 - 3.7.2.7. Present to the Church Council a summary of the interviews of each candidate.
 - 3.7.2.8. Assist the Church Council in bringing the recommendations of the Church Council to the Congregation in accordance with the Constitution Article VI Section B and Article V Section 1B.
- 3.7.3. In the case of a vacancy in the office of the Senior Pastor, either by resignation or other reason, the Church Council may appoint an Interim Senior Pastor. Any limitations on an Interim Senior Pastor not specified in this document will be communicated to the chosen Interim Senior Pastor in writing with a copy of this manual along with the agreed upon compensation and any time constraints for the interim position before his tenure begins. Should service as the Interim Senior Pastor have an impact on an individual's eligibility for consideration as the fulltime Senior Pastor, this must also be shared.



3.8. Calling of Other Called Workers

3.8.1. In the case where the Senior Pastor recommends and the Church Council agrees there is a need for an additional called worker or a vacancy in the office of a called worker, and where the annual ministry financial plan allows, the Church Council will direct the Senior Pastor to establish a Call Committee consisting of as many congregational members as he deems necessary. The Call Committee will not fail to:

- 3.8.1.1. Establish a set of criteria for the position, with special attention to the leadership needs for policy-based governance;
- 3.8.1.2. Seek appropriate guidance from the President of the Southeastern District;
- 3.8.1.3. Call for nominations from the congregation;
- 3.8.1.4. Establish an effective interview and evaluation process which includes telephone and, as needed, personal interviews;
- 3.8.1.5. Provide a list of recommended, qualified candidates to the Senior Pastor;
- 3.8.1.6. Establish and facilitate the interview process for the list of candidates approved by the Senior Pastor;
- 3.8.1.7. Ensure candidates approved by the Senior Pastor engage in a personal interview with the Senior Pastor and/or other Senior Staff as deemed necessary and appropriate by the Senior Pastor;
- 3.8.1.8. Present to the Senior Pastor a recommended candidate for approval;
- 3.8.1.9. Be open to colloquy and seminary/university placement officials and their established processes;

3.8.2. The Senior Pastor will present his recommendation to the Church Council for their approval and, once approved, assist the Church Council in bringing the recommendation to the congregation in accordance with Constitution Article VI Section B and Bylaws Article V Section 2A.

3.9. Election of Church Council Members

3.9.1. Church Council Membership

- 3.9.1.1. The Church Council will consist of 11 (eleven) elected members plus the Senior Pastor for a total of 12 members. The Senior Pastor and a member of the Council of Elders will serve ex officio, without vote.



3.9.1.2. Members of the Church Council will be elected annually at the Spring Voters' Assembly. 6 (six) seats will be up for election in even numbered years; 5 (five) seats will be up for election in odd numbered years. It is the responsibility of the Church Council Secretary to maintain a roster of seats up for election.

3.9.1.3. Church Council Members will be elected to two-year terms.

3.9.1.4. The Church Council will elect from its own members a Chair, a Vice-Chair, a Secretary and a Treasurer, and any other officers as are appropriate. Those officers will be considered the officers of the entire congregation in the capacities to which they are elected.

3.9.2. Church Council Nomination Process

3.9.2.1. A Nominating Committee will be appointed by the Church Council each year in January

3.9.2.2. The Nominating Committee appointed by the Church Council will consist of a Chair and two other Church Council members not seeking re-election and at least one church member at-large.

3.9.2.3. The Senior Pastor will serve as an ex officio, without vote, member of the Nominating Committee.

3.9.2.4. The Nominating Committee will be chaired by a Church Council Member appointed by the Church Council.

3.9.2.5. The Nominating Committee will solicit and receive the names of prospective candidates from the Church Council or any member of the congregation.

3.9.2.5.1. The solicitation process will be open to the congregation for at least two weeks.

3.9.2.5.2. When calling for nominations, the Nominating Committee will inform the congregation of the nominating process and provide to anyone wishing to nominate someone the appropriate information which will include "Qualifications for Nomination as a Leader of KoG Congregation," "Church Council Responsibilities" (See Bylaws Article IV 2), the "Church Council Nomination Form" and a cover letter or Email explaining the nomination process, the schedule and the election procedures.

3.9.2.6. The Nominating Committee will develop a recommended slate of qualified candidates to fill the upcoming vacancies (one half of the



elected members of the Church Council). When presenting the slate to the congregation, the Nominating Committee will include:

- 3.9.2.6.1. The list of criteria used to qualify nominees.
- 3.9.2.6.2. Information regarding each nominee which addresses the qualifying criteria.
- 3.9.2.6.3. Procedures for the election process.
- 3.9.2.6.4. The Nominating Committee will present a slate of candidates to the congregation at least two weeks prior to the Spring Voters' Assembly.

3.9.3. Election

- 3.9.3.1. Election of the Church Council will take place each year at the regular spring meeting of the Voters' Assembly.
- 3.9.3.2. The Nominating Committee will present a slate that includes at least 1 (one) qualified candidate for each position to be filled.
- 3.9.3.3. The Voters' Assembly will elect only individuals who have been deemed qualified by the Nominating Committee.
- 3.9.3.4. No nominations will be accepted from the floor of the Voters' Assembly in which Church Council Members are being elected.

3.9.4. Terms of Service

- 3.9.4.1. A term of service for a Church Council Member will be 2 (two) years.
- 3.9.4.2. At the end of a term, Church Council Members are encouraged to prayerfully consider their service and contributions over the past term(s), as well as their ability to serve in the future, and choose whether or not to stand for reelection.
- 3.9.4.3. The maximum number of consecutive terms a Church Council Member may serve is three (3).
- 3.9.4.4. There is no limit of non-consecutive terms a Church Council Member may serve.

3.9.5. Vacancies

- 3.9.5.1. Should a vacancy occur on the Church Council, vacancies will be filled in accordance with applicable provisions of the Bylaws. However, only individuals deemed qualified by regular nominating criteria may be appointed to fill a vacancy.



3.9.5.2. Appointment to fill a vacancy on the Church Council will always be to complete an unexpired term and in no case will such an appointment work in contradiction to the election of half of the Church Council every year.

3.9.5.3. Every effort will be made to fill vacancies within three months of their occurrence. However, if there is less than 6 (six) months of service left in the term, the position may remain vacant until it is filled through the election process.

3.10. Church Council Training and Self-Review

3.10.1. Church Council skills, methods and support will be adequate to assure quality governance by the Church Council.

3.10.1.1. Training and retraining will orient new Church Council Members and candidates for Membership, as well as to maintain and increase existing Members' skills and understandings.

3.10.1.2. Outside monitoring assistance may be arranged so that the Church Council can exercise confident control over congregational performance (e.g., fiscal audit).

3.10.1.3. Outreach mechanisms will be used as needed to ensure the Church Council's ability to listen to congregation members' viewpoints and values.

3.10.2. The annual self-review of the Church Council will focus on:

3.10.2.1. The Christ-centeredness of the Church Council's actions.

3.10.2.2. The Church Council's openness and communication among its members.

3.10.2.3. The Church Council's openness and communication with the Senior Pastor.

3.10.2.4. The Church Council's ability and skill in developing and monitoring policy.

3.10.2.5. The Church Council's corporate and individual adherence to Church Council Responsibilities (GPM 3.1) and Member Responsibilities (GPM 3.2).

3.10.2.6. The Church Council's adherence to its Governing Philosophy (GPM 3.5.1).

3.10.2.7. The Church Council's membership and succession planning.

3.10.3. The Church Council will create its own self-review process.



3.11. Officers of the Church Council

3.11.1. Officers of the Church Council will be a Chair, Vice-Chair, Secretary and Treasurer. Those elected to these positions will also serve as Officers of the Congregation.

3.11.2. The newly elected Church Council will elect its own officers at the first opportunity following the Spring Voters' Meeting. Existing Officers will serve until new officers are elected, as long as they remain Church Council Members. The Church Council will elect a new officer when an officer vacancy occurs.

3.11.3. Responsibilities of Officers

3.11.3.1. Chair: The Chair will:

3.11.3.1.1. Ensure the integrity of the Church Council's process.

3.11.3.1.2. Serve as an Executive Officer of the Church Council.

3.11.3.1.3. Work with the Executive Officers and Senior Pastor to establish the agenda for all meetings of the Church Council and Voters' Assemblies.

3.11.3.1.4. Preside at all meetings of the Church Council. To that end, the Chair will ensure that:

3.11.3.1.4.1. Meeting discussions are on issues that, according to Church Council policy, clearly belong to the Church Council to decide and monitor.

3.11.3.1.4.2. Discussions on information that is neither for decision or monitoring will be minimized or avoided.

3.11.3.1.4.3. Deliberations are fair, open and thorough, but also timely, orderly and kept to the point.

3.11.3.1.5. Initiate counsel with any Member of the Church Council who violates policy, assuring that GPM 3.2.1 is followed.

3.11.3.1.6. Take appropriate actions, which may not be stipulated, but essential for the thorough management of the Church Council's work so long as those actions are not in violation of other Church Council policies.



3.11.3.1.7. Assume responsibility for overseeing the work of the Executive Officers.

3.11.3.1.8. Preside at all meetings of the Church Council and the Voters' Assembly.

3.11.3.1.9. Determine, in consultation with the Senior Pastor, who should represent the congregation to the public or press should the need arise.

3.11.3.1.10. Provide the Senior Pastor a formal annual performance appraisal.

3.11.3.1.10.1. Seek the input of Church Council Members related to policy matters to be included in the annual performance appraisal.

3.11.3.1.10.2. Allow the Senior Pastor to respond to the annual appraisal.

3.11.3.1.10.3. If the Senior Pastor's performance appraisal is less than acceptable, counsel the Senior Pastor and assist him in establishing a plan to enhance his performance.

3.11.3.1.10.4. Make a timely report to the Church Council and/or the congregation regarding the appraisal and any performance plan, as he/she deems appropriate.

3.11.3.1.10.5. Require the Senior Pastor to arrange for a 360-degree feedback process by an outside professional company and/or human resources professionals associated with King of Glory; this review will take place every three (3) years. The Senior Pastor will share the raw data as well as an interpretation of the data with the Executive Officers as a part of the professional growth plan.

3.11.3.2. Vice-Chair: The Vice-Chair will:

3.11.3.2.1. Serve as an Executive Officer of the Church Council.

3.11.3.2.2. At the request of the Chair, assist with planning the program and agenda for Church Council meetings and Voters' Assemblies.



3.11.3.2.3.Preside at all meetings of the Church Council and the Voters' Assembly when the Chair is absent or when requested to do so by the Chair of the Church Council.

3.11.3.2.4.Initiate counsel with the Chair of the Church Council should the Chair violate policy ensuring that GPM 3.2.1 is followed.

3.11.3.2.5.Serve as a Legal Trustee of the congregation.

3.11.3.3.Secretary: The Secretary will:

3.11.3.3.1.Serve as an Executive Officer of the Church Council.

3.11.3.3.2.At the request of the Chair, assist with planning the program and agenda for Church Council meetings and Voters' Assemblies.

3.11.3.3.3.Maintain the minutes of all meetings of the Church Council and the Voters' Assembly and cause all such minutes to be kept on file in the church office.

3.11.3.3.4.Conduct all official correspondence of the Church Council and the Voters' Assembly.

3.11.3.3.5.Be thoroughly familiar with the congregation Constitution and Bylaws and serve as the primary resource to the Church Council and Voters' Assembly for questions concerning the same.

3.11.3.3.6.Maintain a current version of the Governance Policy Manual.

3.11.3.3.7.Maintain copies of Attachment 1 and Attachment 2, the originals to be filed with the Church office and the Council Secretary.

3.11.3.4.Treasurer: The Treasurer will:

3.11.3.4.1.Serve as an Executive Officer of the Church Council.

3.11.3.4.2.At the request of the Chair, assist with planning the program and agenda for Church Council meetings and Voters' Assemblies.

3.11.3.4.3.Chair the Financial Advisory Committee. Additional members of the Financial Advisory Committee will be the Council Chair, Council Vice Chair, the Senior Pastor, the



Accounts Manager, and other staff and Church Council members as appointed by the Church Council Chair.

3.11.3.4.4. Serve as a resource to the Senior Pastor, Accounts Manager, head teller and school bookkeeper to assure that the church's financial department complies with generally accepted accounting principles, reports accurate financials, and maintains and follows proper controls for its accounting processes.

3.11.3.4.5. Be thoroughly familiar with King of Glory's financial position, financial results, and annual budget in order to serve as a resource to the Church Council and Voters' Assembly for inquiries concerning same.

3.11.3.4.6. Serve as a Legal Trustee of the congregation.

3.11.3.4.7. Plan required annual reviews or audits to begin in January and conclude in April with reports to the Senior Pastor and the Council

3.11.3.4.8. As directed by the Council, nominate a firm to conduct audits or volunteers to support a Review Committee.

3.11.3.4.9. Receive and review information on policies, procedures and events that relate to the financial health of the church and school.

3.11.3.4.10. Remind the Council regularly of the fiduciary responsibilities entrusted to each Council Member.

3.11.4. At the direction of the Chair or as requested by the Senior Pastor, Executive Officers will serve as ex officio, without vote, members of any Ad Hoc or Standing Committee of the congregation.

3.12. Committees of the Church Council - The Church Council may from time to time appoint committees but always consistent with the following principles:

3.12.1. Committee responsibilities will flow directly from the Church Council's description of its purpose and will be set forth in a formal written charter with an appropriate period for existence and will not impinge upon responsibilities of the Senior Pastor.

3.12.2. Committees will 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 Church Council and has not been delegated in any way to the Senior Pastor.



- 3.12.3. The Church Council will use the expertise of individual committee members and committees as a whole to enhance the understanding of the entire Church Council. Committee recommendations and expertise will never serve as an alternative to the judgment of the whole Church Council.
- 3.12.4. Except when empowered by the Church Council, committees will have no executive or deciding authority. At all times, they will strive to develop and recommend policy.
- 3.12.5. Ad hoc committees will be listed in the Church Council minutes.
- 3.12.6. The Church Council will appoint an Investment Committee consistent with the provisions of the Bylaws, Article VI.
 - 3.12.6.1. The Investment Committee will establish policies that will address separately maintaining endowment, investment, operational reserve, and restricted funds, and preventing the co-mingling of those funds. Restricted funds are monies given, collected or donated for a specific purpose.
 - 3.12.6.2. The Investment Committee will recommend an Investment Policy Statement that will establish a clear understanding of the policies and objectives for the assets in endowment, investment, operational reserve, and restricted funds. The Investment Policy Statement will be approved by the Church Council and be included in this Governance Policy Manual as an attachment. (see Attachment 3 Investment Committee Meeting Results)
 - 3.12.6.3. The Investment Committee will select a professional investment advisor for approval by the Church Council. The Senior Pastor will execute an agreement with the investment advisor and provide the administrative support to the committee.
 - 3.12.6.4. The committee will review reports from the investment advisor for performance and adherence to the Investment Policy Statement. The committee will recommend actions to remedy any diversion from the Investment Policy Statement. The Investment Committee will assess the investment advisor's performance at least every three years and recommend to the Church Council renewal or replacement of the investment advisor.
 - 3.12.6.5. The Investment Committee will provide policies for the investment of operational reserves that do not restrict access, deposit or withdrawal of funds at the discretion of the Senior Pastor.
 - 3.12.6.6. The Investment Committee will review, under the guidance of the professional investment advisor if applicable, and provide



recommendation to the church council on the matter of stock contributions made to King of Glory, specifically as it relates to current market conditions and the sale of such contributions.

3.12.6.7. The Church Council will approve the expenditures of the endowment, investment and restricted funds, after consultation with the Senior Pastor. Operational reserves will remain the purview of the Senior Pastor.

3.13. Executive Officers of the Church Council

3.13.1. The Chair, Vice-Chair, Secretary and Treasurer will constitute the Executive Officers of the Church Council. The Senior Pastor will be an ex officio, without a vote, member of the Executive Officers.

3.13.1.1. The Executive Officers may act on behalf of the Church Council in all matters delegated to it by specific action or by policy of the Church Council. Actions of the Executive Officers will be reported to the Church Council at the next meeting of the Church Council for ratification.

3.13.1.2. Subject to the following limitations, the Executive Officers will possess and exercise all powers of the Church Council during the intervals between meetings. The Executive Officers will not:

3.13.1.2.1. Establish or modify governance policies.

3.13.1.2.2. Change the membership of any committee at any time or fill vacancies therein.

3.13.1.3. Discharge any committee either with or without cause at any time.

3.13.1.4. Buy, sell, mortgage or transfer real property.

3.13.1.5. Discharge any Church Council fiscal responsibilities as detailed in GPM 3.6.

3.13.2. An executive officer may be removed from office by a 2/3 vote of the Church Council (see GPM 3.11.2). Removal from the Church Council is governed by GPM 3.3.

3.14. Church Council Responsibilities to the members of the Congregation – The Church Council's responsibilities to the Members are to:

- Conduct Voters' Assemblies.
- Inform the Congregation Members of the degree of success in meeting the Strategic Focus/Direction/Ends of the congregation.
- Be visible and engage with members and other individuals and groups affiliated with the mission and vision of the church.



3.15. Church Council Calendar, Agenda and Meeting Structure

- 3.15.1. The Church Council will establish a basic structure for its meetings to assist it in governing the church.
- 3.15.2. The Church Council calendar will be synchronized with the fiscal year to support major governance and operational milestones. Principal activities may include:
 - 3.15.2.1. June: Joint meeting with outgoing and new Church Council Members; Election of officers by the newly-elected Church Council.
 - 3.15.2.2. July/August: Council Retreat; begin discussion of Strategic Focus/Ends. Church Council training and orientation. Members will review the Conflict-of-Interest Policy and sign the attached form.
 - 3.15.2.3. September: Finalize Strategic Focus/Direction/Ends, including Critical Targets, in preparation of sending to the Staff.
 - 3.15.2.4. November: Prepare for the Fall Voters' Assembly.
 - 3.15.2.5. December: Christmas Social Event; meeting if necessary.
 - 3.15.2.6. January: Begin the Church Council nominations process.
 - 3.15.2.7. February: Begin Budget discussions. Review the report of the Investment Committee.
 - 3.15.2.8. March: Continue budget discussions. Conduct Church Council self-review.
 - 3.15.2.9. April: Approve the Measurable Indicators for the current year. Review selection of Church Council nominees. Finalize School and Operative Budgets.
 - 3.15.2.10. May: Prepare for the Spring Voters' Assembly. Review and approve Governance Policy Manual revisions.
- 3.15.3. Review of one or more sections of the GPM will be conducted during the year. All sections will be reviewed within a two-year cycle.
- 3.15.4. Only Members of the Church Council, the Senior Pastor, presenters and authorized guests will be seated at the Church Council table.
- 3.15.5. Only those non-members of the Church Council recognized by the Chair will have speaking privileges.
- 3.15.6. Time will be allocated at Church Council meetings for continuing education to increase the Church Council's capacity and competence for carrying out its responsibilities. (See GPM 3.1, 3.2 and 3.10.3).



3.16. Required Reviews

3.16.1. The following reviews are required and will be tracked using Attachment 2 Required Review Schedule.

- Treasures/Accounting Audit – Every Three (3) Years
- Investment Policy Statement – Every Three (3) Years
- Governance Policy Manual (GPM 5.6.3.8) – Annually
- Church Council Self Review (GPM 3.10.2) – Annually
- Strategic Focus/Directions/ Ends (GPM 5.6.3.1) – Annually
- Crisis Management Plan (GPM 5.6.3.10) - Annually
- Short-Term Succession Plan (GPM 5.6.3.11) Annually

4. **SENIOR PASTOR LIMITATIONS**

4.1. **Primary Limitation** – When representing the Congregation, the Senior Pastor and staff will not act in a manner that is unethical, illegal or inconsistent with the Constitution, Bylaws or Governance Policy Manual of King of Glory Lutheran Church.

4.2. **Staff Awareness**

- 4.2.1. The Senior Pastor will not fail to use the Senior Pastor Limitations in the delegation of responsibilities to appropriate staff.
- 4.2.2. The Senior Pastor will not fail to use the Senior Pastor Limitations as a guide in the management and oversight of all operational activity.
- 4.2.3. Staff will not fail to familiarize themselves with the Senior Pastor Limitations and work with the Senior Pastor and other staff to ensure that all operations fall within the Limitations.

4.3. **Communication and Support to the Church Council**

- 4.3.1. The Senior Pastor will not permit the Church Council to be uninformed or unsupported in its work.
- 4.3.2. The Senior Pastor will not fail to provide written reports for all monitoring data prior to the scheduled Church Council meetings.
- 4.3.3. The Senior Pastor will not allow the Church Council to be unaware of, no later than 48 hours after knowledge of, the following:
 - Relevant trends that impact the ministry of the congregation.
 - Non-compliance, by Church Council or staff, with any governance policy.
 - Anticipated adverse media coverage
 - Demotion or firing of staff
 - Hiring or promotion of staff.



- Death or serious illness of staff.
- Crises affecting the work, health or safety of staff.
- Potential lawsuits against the congregation.
- Situations that affect the financial plan by 5% or greater.
- Changes in the assumptions on which any Church Council policy has been established.
- Synodical and District directions and recommendations.
- Conditions that could have a negative impact on a major ministry program or reputation of the congregation.
- When there are functions held in the building that include alcohol.
- Violations of behavior and steps taken to remedy the behavior of staff members (see GPM 4.10).

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

4.4. Financial

4.4.1. The Senior Pastor will not cause or allow an unsound financial condition or Annual Ministry Budget which jeopardizes the achievement of the Strategic Focus/Direction/Ends of the congregation or:

- 4.4.1.1. Is developed less than 45 days prior to beginning of the fiscal year.
- 4.4.1.2. Is built on anything other than an operational path that moves the congregation forward with regard to its Strategic Focus/Direction/Ends of the congregation.
- 4.4.1.3. Is built on unsound assumptions about financial conditions. Financial conditions are defined as projected earnings, contributions, operation costs, other income/expenses, and transfers from investment income.
- 4.4.1.4. Plans the expenditure in any fiscal year of more funds than are reasonably projected to be received in that period, without approval of the Church Council.
- 4.4.1.5. Endangers the fiscal soundness of future years or ignores the building of congregational capability sufficient to achieve the Strategic Focus/Direction/Ends of the congregation in future years.
- 4.4.1.6. Fails to provide a line item for those related costs which Church Council may use for its own training, work, and development as needed to operate as an effective board.
- 4.4.1.7. Fails to include sufficient funds for the expenses required for an audit or financial review conducted by the Church Council.



- 4.4.2. The Senior Pastor will not allow expenditures that exceed the approval Annual Ministry Budget by more than 3%. Nor will the Senior Pastor allow expenditures that exceed by more than 30% the amount budgeted for any ministry area without pre-approval by the Church Council, unless the expenses are beyond the control of the Senior Pastor (e.g., utility bills, etc.).
- 4.4.3. The Senior Pastor will not fail to settle payroll and debts in a timely manner through delegation or oversight.
- 4.4.4. The Senior Pastor will not fail to develop and publish guidelines for acceptance and use of gifts. He will not allow the use of any receipts from gifts that deviates from those guidelines. The guidelines will not fail to address separately maintaining restricted funds and preventing the co-mingling of those funds with operational cash or used for operating needs.
- 4.4.5. The Senior Pastor will not receive, possess or distribute funds under controls that are insufficient to meet the Church Council-appointed auditor's or reviewer's standards.
- 4.4.6. The Senior Pastor will not, through partnership with the Treasurer and Accounts Manager, allow financial activities or financial reporting that do not accurately reflect the financial condition of the Church and School.
- 4.4.7. The Senior Pastor will not fail to provide administrative support to the Investment Committee or to provide information on the performance of invested funds. The Senior Pastor will not fail to publish policies and guidelines developed by the Investment Committee for the investment of any financial assets or allow deviation from those written policies and guidelines.
 - 4.4.7.1. The Senior Pastor will not allow the investment or holding of operating capital in other than FDIC insured instruments or with the investment advisor approved by the Investment Committee. Accounts should be established to maximize income and minimize exposure to investment risk.
 - 4.4.7.2. Equity related (stock and mutual funds) investments of operating capital will be avoided other than under the policies of the Investment Committee.
- 4.4.8. The Senior Pastor will not fail to establish an operational reserve and strive to maintain it at 25% of the Annual Ministry Budget. The Senior Pastor will not borrow funds for working capital in an amount greater than 3% of the Annual Ministry Budget or carry short-term debt for longer than 12 consecutive months without the prior approval of the Church Council.



- 4.4.9. The Senior Pastor will not fail to develop and publish guidelines for the handling of cash or checks within the congregation or allow deviation from those written guidelines.
- 4.4.10. The Senior Pastor will not fail to keep any building or site development costs from exceeding the amount authorized by the Church Council or congregation.
- 4.4.11. The Senior Pastor will provide the latest closed monthly detailed Balance Sheet, Income Statement and Statement of Net Assets (Retained Earnings) to the Treasurer, Statements will include sub-accounts for the church and school.
- 4.4.12. The Senior Pastor will provide a monthly report of debt service expenses, costs and reductions in principal to the Treasurer and Council.
- 4.4.13. The Senior Pastor will support the annual audit or review by providing Summary Reports, General Ledger Extracts Account detail and information listed below to the Review Committee or Audit Team. For the Period(s) requested.
- Copies of all bank and investment accounts.
 - Copies of all bank investment account reconciliations.
 - Statements of Cash Flows, tally sheets and cash receipt journal.
 - Access to all receipts, expense reports and invoices.
 - Copies of General Ledger Journal Entries for all accounts.

4.5. Asset Protection

- 4.5.1. The Senior Pastor will not fail to insure against theft and casualty losses to at least 80% replacement value and against liability losses to Church Council Members, staff and the congregation itself in an amount greater than the average for comparable congregations.
- 4.5.2. The Senior Pastor will not fail to provide an annual review of insurance protection as part of the annual budget process.
- 4.5.3. The Senior Pastor will not fail to provide a comprehensive review of insurance protection costs and coverage including comparative, competitive quotes from at least two distinct insurance carriers on a regular basis. This shall be provided, at a minimum, every three years and when there are substantial changes to current coverage scope required.
- 4.5.4. The Senior Pastor will not allow untrustworthy or non-authorized personnel access to material amounts of funds. The Senior Pastor will not disregard or fail to establish and enforce policies regarding handling of cash receipts.



- 4.5.5. The Senior Pastor will not subject the plants, grounds, and equipment to improper wear and tear or insufficient maintenance.
- 4.5.6. The Senior Pastor will not disregard or fail to establish and enforce policies which protect the physical maintenance and security of the building.
- 4.5.7. The Senior Pastor will not unnecessarily expose the congregation, the Church Council or staff to claims of liability.
- 4.5.8. The Senior Pastor will not fail to protect intellectual property, information and files from loss or significant damage.
- 4.5.9. The Senior Pastor will not fail to establish and enforce policies for retaining records of all decisions by the Voters and the Church Council, and up-to-date versions of governance and operational documents.
- 4.5.10. The Senior Pastor will not allow any purchase of \$2,500 without obtaining comparative prices and quality assessment.
- 4.5.11. The Senior Pastor will not allow the investment or holding of operating capital in insecure instruments; all accounts should be held in FDIC insured instruments. Stock contributions from King of Glory members are to be sold in an appropriate amount of time as the market warrants and under the recommendation of the Investment Committee.

4.6. Operational Structure

- 4.6.1. The Senior Pastor will not allow a structure that has a neutral or negative effect on the Strategic Focus/Direction/Ends of the congregation.
- 4.6.2. The Senior Pastor will not operate without a written plan for short-term emergency succession.
- 4.6.3. The Senior Pastor will not fail to inform all individuals of their responsibilities within the plan for short-term emergency succession.

4.7. Critical Targets

- 4.7.1. The Senior Pastor will not fail to conduct and present to the Church Council an annual review of the Critical Targets.
- 4.7.2. The Senior Pastor will not fail to develop and periodically update (at least annually) a long-range outlook study that considers and identifies the changes in the climate and conditions that affect the congregation.
- 4.7.3. The Senior Pastor will not fail to ensure that the Critical Targets are consistent with the long-range outlook study and the Mission and Vision.
- 4.7.4. The Senior Pastor will not fail to present Measurable Indicators annually to the Church Council that are in alignment with the Critical Indicators.



4.7.5. The Senior Pastor will not fail to periodically report (at least quarterly) to the Church Council progress toward the Critical Targets, as demonstrated by the Measurable Indicators.

4.8. Congregational Involvement Ministry

4.8.1. The Senior Pastor will not allow programs and other services that do not contribute to the achievement of the congregation's Critical Targets.

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

4.9. Operational Crisis Management Plan

4.9.1. The Senior Pastor will not allow the congregation to operate without a detailed written Operational Crisis Management Plan (Appendix J).

4.10. Personnel

4.10.1. The Senior Pastor will not allow the congregation to operate without effective, established Personnel Manual which, with regard to personnel, clarifies personnel rules, provides for the effective handling of grievances, provides for evaluation procedures, and protects against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons. Personnel Policies within the Personnel Manual will not:

4.10.1.1. Deviate from local, state and federal law and regulations with regard to the ethical treatment of employees.

4.10.1.2. Be in conflict with the effective day-to-day operation of the congregation.

4.10.1.3. Fail to establish an effective, written Conflict of Interest Policy for the thorough procedural safeguards.

4.10.1.4. Impair the dignity, safety and right to ethical job-related dissent of all employees. Grievances by employees will receive fair, internal hearing through procedural safeguards.

4.10.2. The Senior Pastor will not promise or imply permanent or guaranteed employment.

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

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



Senior Pastor will not fail to provide to the staff the instrument being used for the written evaluation.

4.10.5.The Senior Pastor will not fail to acquaint staff with their rights under the Personnel Manual.

4.10.6.The Senior Pastor will not fail to assist the Church Council in the performance of its duty to remove any “official” from office for one or more of the behaviors listed in the Constitution Article VIII Section B Sub-Section, vii.

4.10.6.1.The Senior Pastor will not fail to provide the Church Council with timely reports of any of the listed behaviors and actions he has and will take to call the erring party’s attention to the error and provide loving shepherding, per GPM 5.3.3. Periodic reporting will continue until the matter is resolved, subject to appropriate confidentiality deemed by the Senior Pastor.

4.10.6.2.“Official” in this provision includes any: Called Worker, Director, preacher, worship leader or officiant, educator, ministry group leader, Church Council Member, and person delegated to represent the leadership of King of Glory.

4.11.Compensation

4.11.1.The Senior Pastor will not change his own compensation and benefits.

4.11.2.The Senior Pastor will not establish compensation and benefits that are inconsistent among staff members in like positions or that compromise internal equity.

4.11.3.The Senior Pastor will not allow compensation that deviates materially from the geographic or professional market skills for the called or employed workers.

4.12.Strategic Alliances

4.12.1.The Senior Pastor will not fail to explore and, as appropriate, establish relationships with community partners.

4.13.Gifts and Bequests

4.13.1.The Senior Pastor will not fail to develop and publish a plan and policies to promote and receive gifts and bequests for the congregation.

4.13.2.The Senior Pastor will not permit the congregation to accept gifts and bequests that run counter to the congregation’s Strategic Focus/Direction/Ends, that violate the congregation’s 501(c)3 not- for-profit status, or are too restrictive.



5. **CHURCH COUNCIL/SENIOR PASTOR RELATIONSHIP**

5.1. **Actions Requiring Church Council Approval**

5.1.1. Church Council Decisions: These are the areas that are left to specific Church Council approval because of their unique nature, requirement of the Church Council or requirement of the Constitution and Bylaws. (GPM 3.10.2.1).

5.1.1.1. Election of Officers of the Church Council. (GPM 3.10.2.1).

5.1.1.2. Selection of the auditor or reviewer and oversight of the audit or review process. (GPM 3.5.5.1).

5.1.1.3. Receipt and review of financial audits or reviews.

5.1.1.4. Appointment of legal counsel.

5.1.1.5. Affirmation of the annual budget.

5.1.1.6. Change the membership of any committee of the Church Council at any time and filling vacancies on those committees. (GPM 3.11).

5.1.1.7. The discharge of any committee of the Church Council. (GPM 3.11).

5.1.1.8. Establish line-of-credit for the congregation.

5.1.1.9. Establish a Call Committee for the Senior Pastor.

5.1.1.10. Appoint an Interim Pastor in case of vacancy in the office of the Senior Pastor.

5.1.1.11. Review the compensation and benefits of the Senior Pastor. (GPM 3.12).

5.1.1.12. Approve the spending plan for Capital Fund drives.

5.1.2. Church Council Restrictions: While the Church Council has wide ranging responsibility and authority to give direction to the ministry of the congregation, without express authority of the congregation to carry out a specified task within a specified time, the Church Council will not:

5.1.2.1. Call or remove any called worker, including the Senior Pastor.

5.1.2.2. Undertake capital campaigns of any amount greater than 10% of the current year budget.

5.1.2.3. Elect or remove Members of the Church Council except as allowed in the Constitution.

5.1.2.4. Excommunicate a member of the congregation.

5.1.2.5. Execute a merger or dissolution of the congregation.



- 5.1.2.6. Execute a merger or dissolution of the school ministry.
- 5.1.2.7. Amend the church's Constitution or the Bylaws.
- 5.1.2.8. Affirm on behalf of the congregation the Vision Statement.
- 5.1.2.9. Buy, sell, mortgage or transfer real property.
- 5.1.2.10. Incur long-term debt in excess of 10% of the current year's operating budget.

5.2. Manner of Delegation

- 5.2.1. The function of the Church Council is to develop, monitor and enforce governance policy, not to implement it.
- 5.2.2. Except for assignments of its own work to committees, consultants or officers, the Church Council will delegate authority only to the Senior Pastor. Any other subordinate employee/position or entity operation with the authority of the congregation will receive that authority from the Senior Pastor or a person assigned such authority by the Senior Pastor.
 - 5.2.2.1. The Church Council will relate to all programmatic staff officially only through the Senior Pastor.
 - 5.2.2.2. Members of the Church Council will be prudent in their contact with staff and will keep the Senior Pastor informed about significant contacts they have with any staff member.
 - 5.2.2.3. In case of a vacancy in the office of the Senior Pastor, the Church Council may delegate authority to other subordinate employees/positions or entity operation with the authority of the congregation. A member or committee of the Council may be appointed to delegate this authority in the same manner as the Senior Pastor would so perform. Should the Council choose to appoint an Interim Senior Pastor, any changes or limitations in terms of delegation of authority shall be communicated in writing in accordance with section GPM 3.7.3.
- 5.2.3. The Church Council will normally address only broad levels of issues in policies of purpose or governance policies leaving operational levels (i.e., operational policies) to the discretion of the Senior Pastor. The Senior Pastor, using any reasonable interpretation of the Church Council's stated Strategic Focus/Direction and Senior Pastor Limitations, may develop operational guidelines, rules or procedures and may make decisions in anyway the Senior Pastor deems appropriate as long as governance policies adopted by the Church Council are observed.



5.2.4. The authority of the Senior Pastor will begin where the explicit pronouncements of the Church Council end. Except as required by governance policies or law, decisions of the Senior Pastor do not need approval by the Church Council.

5.3. Senior Pastor Function - The Senior Pastor will:

5.3.1. Be empowered to take all actions and make all administrative decisions that are deemed necessary to accomplish the Mission and attain the Vision except those that (a) violate the law, applicable regulations, orders of courts or commonly accepted business and professional ethics and (b) violate the Constitution and Bylaws or specific further Senior Pastor Limitations stated by the Church Council in policies.

5.3.2. Develop operational guidelines, rules or procedures and make decisions the Senior Pastor deems appropriate as long as governance policies adopted by the Church Council are observed.

5.3.3. The Senior Pastor is also responsible for helping the congregation, both corporately and individually, to maintain ministries and lifestyle that are aligned with the Word and will of God. Should a decision by the Voters' Assembly, the Church Council, an individual Church Council member, or another member of the congregation violate Scripture or the confessions, it is the responsibility of the Senior Pastor to call the erring party's attention to the error and lovingly shepherd them back to a course of ministry or life that is aligned with the Word and will of God.

5.4. Senior Pastor Accountability

5.4.1. The Senior Pastor will be accountable to the Church Council for:

5.4.1.1. Achievement of the congregation's Strategic Focus/Direction through personal and staff action.

5.4.1.2. Compliance of personal and staff actions to the limits established in the Senior Pastor Limitations.

5.4.1.3. Provision of adequate counsel to the Church Council through personal and staff action, including counsel on social, legal, theological, synodical and other changes relevant to the Church Council's decision areas.

5.4.1.4. Defining and refining the Senior Pastor's position description within the personnel constraints.

5.4.1.5. Relating with integrity, honesty, and straightforwardness to the Church Council.



5.4.2. The Church Council will consider the Senior Pastor's performance the same as congregational performance. Accomplishments of the Strategic Focus/Direction/Ends while staying within Senior Pastor Limitations and complying with other policies will be seen as successful performance by the Senior Pastor.

5.5. Exceeding Senior Pastor Limitations

5.5.1. The Senior Pastor will give immediate notice to the Chair of the Church Council once a Senior Pastor limitation has been recognized to have been exceeded.

5.5.1.1. If the Senior Pastor limitation has been exceeded for an excessive period of time and has gone unnoticed, the Church Council will develop a better monitoring system.

5.5.2. 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 Church Council.

5.5.2.1. If the exceeded Senior Pastor limitation is not immediately correctable, the Senior Pastor will establish and implement corrective actions, reporting them and gaining approval of a deadline for complete correction from the Church Council.

5.5.2.1.1. The Senior Pastor will continue to report in a timely fashion on the actions taken and their results until the exceeded Senior Pastor Limitation is corrected.

5.5.2.1.2. The Senior Pastor will give immediate notice when it is recognized that a deadline will be missed and submit a new plan for action if the delay is defined as excessive by the Church Council.

5.5.2.2. The Senior Pastor may use internal or external resources to correct the exceeded limitation with violating the Senior Pastor limitations.

5.5.2.3. The Church Council will review any Senior Pastor limitation that has been exceeded for its soundness as a test of ethical and prudent behavior.

5.5.3. The Church Council will not allow one-time exceptions to policies. If an action is acceptable under certain conditions, then those conditions will be stated in the policy.

5.5.4. The Senior Pastor will develop or improve processes to avoid recurrence of any exceeding of Senior Pastor Limitations.



- 5.5.5. After repeated recurrences of exceeding Senior Pastor Limitations, the Chair will conduct (1) a performance evaluation of the Senior Pastor and (2) a discussion with the full Church Council about the Senior Pastor's performance.
- 5.5.6. Should another staff member believe that a Senior Pastor Limitation has been violated, the staff member will report the observation to the Senior Pastor seeking to determine if, in fact, a Limitation has been violated.
- 5.5.6.1. If after the appropriate conversation has taken place and the staff member still believes the Limitation has been violated and the Senior Pastor is of a different opinion; or if the Senior Pastor fails to report such alleged violation to the Church Council Chair, the staff member is encouraged to inform the Church Council Chair of his/her observation in writing (paper or electronic) and will copy the Senior Pastor.
- 5.5.6.2. The Senior Pastor will make GPM 5.5.6 known to all staff members.
- 5.5.6.3. No retaliatory action may be taken by the Senior Pastor against any employee who makes an allegation of exceeding Limitations.
- 5.5.6.4. The Chair will take measures to assure that any and all involved organizational employees are able to continue employment free of any adverse action or consequences as a result of exercising this right in any situation where the employee has made a good faith determination that a Limitation may have been violated.
- 5.5.6.5. Anyone bringing forth knowingly false information in bad faith and with any intent to defame or harm the Senior Pastor in any reported matter where the ultimate finding of the Church Council is that the Senior Pastor did not exceed any Limitation under the interpretation of facts most favorable to the employee, will result in employment action against the employee as approved and implemented by the Church Council.
- 5.5.6.6. Should a member of the Church Council have a personal concern with the Senior Pastor or other staff member, the Church Council will first share the concern with the Senior Pastor or other staff member for conversation. In doing so, the Church Council Member must act as a member of the congregation and not as a member of the Church Council.



5.6. Means of Monitoring

- 5.6.1. For the most part, the Church Council will use reports submitted by the Senior Pastor to monitor adherence to and progress toward governance policies. However, on rare occasions, as determined necessary by a 2/3 majority vote of the entire Church Council and where not otherwise stipulated, the Church Council may use Direct Inspection to determine adherence and progress.
- 5.6.2. Management Reports: These are periodic statements and overviews which provide information and counsel to the Church Council on programs, trends and developments that may affect the Church Council's work and which report on the Senior Pastor's compliance with the Church Council's governance policies.
 - 5.6.2.1. The Senior Pastor will report yearly on the economic, sociological, theological, synodical, legal and political conditions and trends in the congregation's communities.
 - 5.6.2.2. The Senior Pastor will report at least quarterly on the activities, plans and Strategic Focus/Direction of the congregation.
- 5.6.3. Direct Monitoring: These are actions used to confirm compliance with the Church Council's policies in all four policy areas. The Senior Pastor will not fail to provide the Church Council with:
 - 5.6.3.1. A yearly report on the progress achieved toward the Strategic Focus/Direction/Ends of the congregation.
 - 5.6.3.2. Each long-term outlook study after it is developed.
 - 5.6.3.3. An annual demographic report of the congregation including baptized members confirmed members, inactive members, developing trends in age, gender and other pertinent areas.
 - 5.6.3.4. Quarterly financial statements organized and presented around the financial conditions policy. (GPM 4.4.1.3).
 - 5.6.3.5. Quarterly reports concerning the performance of all investments of the congregation.
 - 5.6.3.6. Any changes to the current Annual Budget as they are developed or proposed modifications.
 - 5.6.3.7. The current criteria established for sound financial conditions.
 - 5.6.3.8. The annual review of the current operational policies and/or revisions as they occur.
 - 5.6.3.9. New operational structures as they are developed with an explanation of the responsibilities assigned.



- 5.6.3.10. An annual review of the plan for operational crisis management and a copy of such a plan.
 - 5.6.3.11. An annual review of the plan for short-term succession, and a copy of such a plan.
 - 5.6.3.12. Summaries of each new program and service as they are developed.
 - 5.6.3.13. Semi-annual reports regarding the Senior Pastor's supervision of the staff.
 - 5.6.3.14. Summary report of Directors' annual evaluations.
 - 5.6.3.15. Semi-annual report of the Senior Pastor's Aligned Individual Path.
- 5.6.4. In reviewing all reports, the standard for compliance with all policies will be the Senior Pastor's reasonable interpretation of Governance Policies. While the Church Council will make the final determination regarding such "reasonable interpretation," they will base such determination on a neutral interpretation rather than any bias of the Church Council or individuals.



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Attachment 1
Page 1 of 2
CONFLICT OF INTEREST POLICY

King of Glory is fully committed to fulfilling its responsibility in a manner reflecting the highest degree of integrity and honesty. For that reason, the Church Council and Staff comply with the following policy that is modeled after the Disclosure of Conflict of Interest contained with the LCMS Bylaws.

1. Each Church Council Member shall disclose to the Council Chair, and each staff person shall disclose to the Senior Pastor (through their Direct Report), any potential conflicts of interest. The Chairperson or Senior Pastor shall disclose any personal potential conflicts of interest to the Council.
 - a. Such Disclosure shall include board membership in, a substantial interest in, or employment of the individual or a relative by, any organization doing business with the congregation or any of its entities or agencies.
 - b. Council members or staff persons receiving honoraria or payments for any sale or services rendered to the congregation or its entities or agencies shall disclose such information.
 - c. For Councilmembers, all such disclosures shall be reported to the Council, which shall determine by a vote of its remaining impartial members whether an inappropriate interest exists. Such vote shall be recorded in the official minutes. Staff shall report to the Senior Pastor who will make the determination.
2. Responsibilities shall be carried out in a manner reflecting the highest degree of integrity and honesty consistent with the Scripture, Governance policies, and civil laws.
 - a. Activities shall not be entered into which may be knowingly detrimental to the interest of the Congregation and its entities or agencies.
 - b. Information acquired in the course of carrying out the duties of the Congregation shall not knowingly be used in any way that would be detrimental to the welfare of the Congregation or its agencies.
 - c. No Council or staff person of the Congregation or its agencies shall vote on any transaction in which the individual shall receive a direct or indirect financial gain.
 - d. Gifts, entertainment or favors in excess of \$100 per person per year from any individual or outside concern which does or is seeking to do business with the Congregation or its entities or agencies shall not be accepted. Gifts, entertainment or favors not meeting this threshold do not need to be reported.



Attachment 1

Page 2 of 2

CONFLICT OF INTEREST POLICY

- e. Any inappropriate activity shall cease or disciplinary action will be taken and the position may be vacated.
- 3. Each individual, prior to accepting an elected or appointed office or staff position of the Congregation, shall sign a statement that he or she has received, understands, and agrees to abide by this Conflict-of-Interest Policy. Each shall also sign annually a "Statement of Compliance" with this policy

Printed Name

Title/Board

Signature

Date



Attachment 2
Page 1 of 1
TRACKING REQUIRED REVIEWS

This document is required to be maintained by The Executive Church Council Chair and will be passed on to the New Executive Council Chair.

	Date	Initials
Date this Form Started		
Date this Form Completed		
New Form Started and Completion Dates transferred		

Note: The Completion Date will become a new forms Last Completed Date

Col 1 Document/Action	Col 2 Frequency	Col 3 Date Last Completed	Col 4 Date Due	Col 5 Completion Date	Notes
Governance Policy Manual GPM 5.6.3.8	Annually	01/25/2024			
Strategic Focus/Direction/End GPM 5.6.3.1	Annually				
Church Council Self Review GPM 3.10.2	Annually				
Investment Policy Statement GPM 3.13.6.2 / 3.17.1	Every 3 Years				
Operational Crisis Management GPM 5.6.3.10	Annually				
Short-Term Succession GPM 5.6.3.11	Annually				
Treasurer/Accounting Audit	Every 3 Years				

Once this document has been completed it will be required to be filed with the Church Office and the Council Secretary. All the Required Reviews have been completed and the completion dates (Column 5) have been transferred to Date Last Completed (Column 3) on a new Attachment 2.

Date: _____ Signature: _____



Attachment 3
Page 1 of 3
INVESTMENT COMMITTEE MEETING
April 11, 2022
Pastor Harmon

Policy Governance Manual Highlights:

3.4.1: The Senior Pastor will not cause or allow an unsound financial condition or Annual Ministry Budget which jeopardizes the achievement of the Strategic Focus/Direction/Ends of the congregation or:

3.4.3: Is built on unsound assumptions about financial conditions. Financial conditions are defined as projected earnings, contributions, operation costs, other income/expenses, and transfers from investment income.

3.4.5: Endangers the fiscal soundness of future years or ignores the building of congregational capability sufficient to achieve the Strategic Focus/Direction/Ends of the congregation in future years.

3.4.7: The Senior Pastor will not fail to provide administrative support to the Investment Committee or to provide information on the performance of invested funds. The Senior Pastor will not fail to publish policies and guidelines developed by the Investment Committee for the investment of any financial assets or allow deviation from those written policies and guidelines.

3.4.7.1: The Senior Pastor will not allow the investment or holding of operating capital in other than FDIC insured instruments or with the investment advisor approved by the Investment Committee. Accounts should be established to maximize income and minimize exposure to investment risk.

3.4.7.2: Equity related (stock and mutual funds) investments of operating capital will be avoided other than under the policies of the Investment Committee.

3.4.8: The Senior Pastor will not fail to establish an operational reserve and strive to maintain it at 25% of the Annual Ministry Budget. The Senior Pastor will not borrow funds for working capital in an amount greater than 3% of the Annual Ministry Budget or carry short-term debt for longer than 12 consecutive months without the prior approval of the Church Council.

3.5.10: The Senior Pastor will not allow the investment or holding of operating capital in insecure instruments; all accounts should be held in FDIC insured instruments. Stock contributions from King of Glory members are to be sold in an appropriate amount of time as the market warrants and under the recommendation of the Investment Committee.

3.13: GIFTS AND BEQUESTS



Attachment 3
Page 2 of 3
INVESTMENT COMMITTEE MEETING
April 11, 2022

3.13.1: The Senior Pastor will not fail to develop and publish a plan and policies to promote and receive gifts and bequests for the congregation.

3.13.2: The Senior Pastor will not permit the congregation to accept gifts and bequests that run counter to the congregation's Strategic Focus/Direction/Ends, that violate the congregation's 501(c)3 not-for-profit status or are too restrictive.

Constitution and Bylaws:

ARTICLE VI ENDOWMENT FUND

Section 1. Purpose and Description

The King of Glory Lutheran Church and School has established multiple purpose Endowment funds for long-term, continuing financial support while maintaining Christ centered stewardship of donor gifts in perpetuity. There is a General King of Glory Endowment Fund to support the missions and objectives approved by the Church Council. There are other Special Purpose King of Glory Endowments that support missions designated by donors and agreed to by the Church Council. Additional Special Purpose Funds may be established within this structure to accommodate the wishes of donors contributing substantial amounts, generally five thousand dollars or more. The funds are invested in cash and securities in either a single institutional account or multiple accounts as determined by the Endowment Fund Committee. All Endowment fund accounts must be named "King of Glory Endowment Fund" with modifying terms following the word "Fund" as needed.

Section 2. Donor Gifts, Use of Income, Capital Gains, and Restrictions on Withdrawal of Principal

- A. Donor gifts to all Endowment funds are accepted with the commitment that they will generate continuing long-term financial support for the missions of the church and school.
- B. It is the intent of the congregation that all undesignated bequests and memorial gifts be directed to the General Endowment Fund.
- C. Capital gains and income generated by the invested principal may be used for King of Glory Church and School programs and ministries as recommended by the Endowment Committee and approved by the Church Council.
- D. Principal amounts invested in The King of Glory Lutheran Church and School General Endowment Fund may only be expended with approval of the Church Council and by majority vote in a Voters' Assembly.



Attachment 3

Page 3 of 3

INVESTMENT COMMITTEE MEETING

- E. Special Purpose Endowment fund principal amounts may be expended from those funds under terms established by donors and accepted by the Endowment Committee.

Section 3. Endowment Fund Committee

The Endowment Fund Committee will include the following voting members:

- A. A Chair, approved by Church Council, the Finance Director of the congregation.
- B. Up to three volunteer members from the congregation, nominated by the Chair and approved by the Church Council.
- C. Non-voting advisory members are the Senior Pastor and Chair of the Church Council. The committee reports to and is subject to direction of the Church Council.

SECTION 4 - INVESTMENT GUIDELINES

The Endowment Fund Committee Chair and members will utilize recognized financial services firms and comply with approved investment guidelines.

- A. Investment decisions, allocation of funds and accounting practices will be managed by the Endowment Fund Committee voting members.
- B. The Church Council retains overall directorship, legal and fiscal responsibility for the King of Glory Endowment Funds.

Budget: 2022-2023:

Proposed: \$1,738,133

25% of Proposed Budget: \$434,533.25

Funds Available:

\$335,397 (\$103,000 currently in a CD)

Does not include current endowment money.



Attachment 4

Detailed List of Changes to this Revision

Note when a note is made to references all references were verified and made the same throughout this document.

Added a Header to ALL Pages, which includes.

- Document title
- Revision Number
- Effective Date of Revision

Added Page Numbers to the Bottom of each page

Page 3 Table of Contents – added Pages numbers to each item, to make it easier to locate a section. Added attachments

All Steps were renumbered to include Section 1 Definitions

Page 5 Added Definitions Section 1 Steps 1 -1.5

Page 8 Step 3.2.1 Reference

Page 8 Step 3.2.14 Reference

Page 9 Step 3.2.18 Added Reference to New Attachment 1

Page 9 Step 3.3.4.1 Clarified Statement Changed an to “a”

Page 10 Step 3.5.3.1 Reference

Page 12 Steps 3.5.5.5 and 3.6.1 Reference

Page 13 Step 3.7.2.8 Reference

Page 14 Step 3.8.2 Reference

Page 15 Step 3.9.1.1 added Member of the Council of Elders

Page 15 Step 3.9.2.5.2 Reference

Page 17 Step 3.10.2.5 Reference

Page 17 Step 3.10.2.6 reference

Page 19 Step 3.11.3.1.5 Reference

Page 19 Step 3.11.3.1.10.5 Fixed 360-degree and three (3) years

Page 20 Step 3.11.3.2.4 Reference

Page 20 Step 3.11.3.3.7 Made requirements for attachment 2 when completed.



Page 21 Step 3.11.3.4.3 (2.11.3.4.3 in OLD procedure made reference to (See 2.5.1.4.1) could not locate where or what procedure or policy that this came from so after discussion we removed this reference.)

Page 21 Added Steps 3.11.3.4.7 through 3.11.3.4.10 defining additional Treasurer responsibilities.

Page 22 Step 3.12.6 Reference

Page 22 Step 3.12.6.2 Added attachment 3

Page 23 Step 3.13.1.5 and Step 3.13.2 Reference

Page 23 Step 3.14 Removed numbering and made items Bullets

Page 24 Step 3.15.6 Referenced

Page 25 Step 3.16 Added Step that lists all items needing "Required Reviews.

Page 26-27 Step 4.3.3 Made all number items listed bullets

Page 28 Added Steps 4.4.11 through 4.4.13 Additional Senior Pastor Responsibilities to the Treasure and Council.

Page 31 Step 4.10.6 and Step 4.10.6.1 References

Page 32 Step 5.1.1 and Step 5.1.1.1 and Step 5.1.1.2 References

Page 32 Step 5.1.1.6 and Step 5.1.1.7 and Step 5.1.1.11 References

Page 33 Step 5.2.2.3 Reference

Page 36 Step 5.5.6.2 Reference

Page 37 Step 5.6.3.4 Reference

Page 39 Left Blank Intentionally

Page 40 Added Attachment 1

Page 42 Added Attachment 2

Page 43 Added Attachment 3

Page 46 Added Attachment 4