

**Policy Based Governance Document  
of Holy Cross Lutheran Church**

***INSPIRED by Christ, SERVING Under Christ, GROWING in Christ***

Approved by the Congregation: November 7, 2010

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## **SECTION 1: PLANNING STRATEGIES AND GOALS**

### **POLICIES 1.1 – 1.5 PERTAINING TO THE MISSION & VISION OF HOLY CROSS CHURCH**

#### **1.1 CORE VALUES\***

#### **1.2 VISION STATEMENT\***

#### **1.3 MISSIONS THAT SUPPORT THE VISION\***

#### **1.4 STRATEGIC GOALS\***

#### **1.5 KEY OBJECTIVES\***

\* SEE APPENDIX A

#### **1.6 STEWARDS**

The main responsibility of the Governing Board is to represent the Stewards of the congregation. Stewards are those who are the members of the Body of Christ in this place and who, in faith, consciously invest themselves and their resources in order to enhance and expand the spread of the Gospel through the congregation's mission and ministry. The Board recognizes that no individual or group is the sole steward of the congregation. The final authority/power remains with the members of the congregation.

1.6.a Listening to the Stewards: The Board shall listen to the ideas, the concerns and values of the Stewards. It shall use a variety of appropriate methodology (such as mail, phone and internet surveys, focus groups and Board dialog) to seek out the desires of the Stewards.

1.6.b Reporting to the Stewards: The Board shall keep the Stewards informed of its progress toward the Strategic Focus. It shall use a variety of methods for this reporting (e.g. annual reports, web page, survey reports, etc.).

#### **1.7 THE SERVED**

The Served are those who utilize and benefit from the ministries offered by the congregation to fulfill its mission.

The congregation shall provide the highest quality ministries with honesty, integrity and sensitivity to The Served.

#### **1.8 COST OF STRATEGIC FOCUS TO THE COMMUNITY**

1.8.a A line item shall appear in the annual financial plan for the Governing Board. The amount shall not exceed 1% of the total financial plan.

1.8.b Biblical stewardship shall be utilized to guarantee that ministries to achieve the Strategic Focus shall be offered at a fair and improving [effective and efficient] cost to the congregation's communities.

1.8.c Operational costs for staff salary & benefits shall not exceed 50-55% of the current year budget.

i This percentage is to be determined annually by the Board.

ii This percentage does not include preschool salaries & benefits.

1.8.d. Fees for other consulting services (e.g., audit, attorney, consulting, etc.) shall not exceed 5% of the current year budget.

## **1.9 STRATEGIC ALLIANCES**

Strategic Alliances are mutually beneficial relationships with other organizations or individuals built upon a common vision or goal, which allows all parties to honor their core values, enhance the pursuit of their missions, and maintain operational autonomy.

The congregation shall pursue strategic alliances as appropriate.

## **SECTION 2: BOARD SELF-GOVERNANCE**

### **2.1 BOARD RESPONSIBILITIES**

- 2.1.a The overall responsibility of the Board is to provide a strong, powerful, and ethical pursuit of the congregation's mission and ministry. To that end, the Board shall:
- i. Ensure that the Strategic Focus (Values, Mission, Vision, and Key/Strategic Goals) of the congregation is the driving force for all activities and related ministries.
  - ii. Periodically review and update the Strategic Focus.
  - iii. Establish Governing Policies for the Board.
  - iv. Provide oversight of all congregational activities by establishing and monitoring appropriateness of and adherence to policies that guide the efforts of the Senior Pastor.
  - v. Ensure that the policy and financial decisions are executed in accordance with the Constitution and By-laws of the congregation.
  - vi. Communicate regularly to the Stewards the pertinent activities of the Board and remain open to communication from the Stewards.
  - vii. Exercise particular concern for the spiritual and physical welfare of the Senior Pastor.
  - viii. Exercise concern for all staff, supporting them with prayer, and upon the request of the Senior Pastor, appropriate counsel.

### **2.2 MEMBERSHIP RESPONSIBILITIES**

- 2.2.a. Board Members have a responsibility to each other, to the employees, and to the constituents. To that end, the Board shall:
- i. Regularly participate in the worship and educational life of the congregation.
  - ii. Undertake personal spiritual disciplines for the development of their own faith lives.
  - iii. Be prepared for the Board meetings.
  - iv. Attend Board meetings regularly, not missing more than 25% of the meetings on an annual basis.
  - v. In the case of a Conflict of Interest (See Conflict of Interest Policy, Appendix A), a Board Member may recuse her/himself from the Board session or may be excused from the session by the Board with a two-thirds majority vote of the Board, not including the Member in question.
  - vi. Should it be necessary to miss a meeting, Members shall make contact with the Board Chair for dialog both before and after said meeting for the purposes of informing the Board Chair, in order to insure a quorum of the board will be in attendance of the meeting, and to get a summary of the meeting from the Board Chair.
  - vii. Work to expand their leadership abilities and increase their understanding of the mission and ministry of the congregation.

- viii. Gain a working knowledge of the Board's policy manual.
  - ix. Actively participate in Board meetings, special briefings and policy decision-making.
  - x. Make informed, objective decisions by insisting on complete and accurate information.
  - xi. Support all decisions once they have been fully discussed and resolved by the Board.
  - xii. 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 Governing Board Member.
  - xiii. Members of the Governing Board shall not serve on programmatic ministry boards [committees, Advisory/Oversight Councils].
  - xiv. Relate to other individuals with integrity, honesty and straightforwardness.
  - xv. Actively discipline themselves and other Members of the Board by identifying Board actions and conditions that run counter to these policies.
  - xvi. Bring to the Board Chair's immediate attention any condition or action that they believe exceeds the Senior Pastor Limitation Policy. (See 3.1)
  - xvii. The Board Chair or his designee shall promptly present to the Senior Pastor the concern and give a written report to the Board.
  - xviii. Keep Board documents and discussions confidential, unless given permission by the Board acting as a whole. However, the Board Policy Manual, Board approved minutes (excepting those of closed sessions) and Board approved audited financial statements do not require permission as long as any Board discussion or information related to these documents remains confidential. (See Boundary Management Policy - Appendix C.)
  - xix. Be familiar with and put into practice any specific policies developed to guide the behavior of Members of the Board. (See Conflict of Interest Policy - Appendix B and Boundary Management Policy - Appendix C)
  - xx. Exercise their powers in the interests of the congregation and not in the Members' own interests or in the interests of another person (including a family member) or organization.
  - xxi. Not hinder the Board process due to individual preferences or disruptive behavior.
- 2.2.b. A Member of the Board who violates any policy shall be counseled by the Chair or his designee. Should violations continue, the Board Member shall be counseled by the Executive Committee and, if violations continue, then the Board as a whole. Decisions concerning a request for resignation of any Board Member who continues to violate policy after such counseling shall normally be made by the Board and shall require a 2/3 majority vote of the Board with said member not voting or being counted in determining such majority. If the individual Board Member under discipline so desires, the decision may be made by the congregation.

Should the Chair of the Board violate policy, it shall be the responsibility of a Vice-Chair to initiate such counsel.

## **2.3 ENUNCIATING GOVERNING POLICIES AND VALUES**

The Board shall maintain and approve written policies of four types.

- 2.3.a Policies with respect to Strategic Focus
  - Affirmative statements setting forth the purposes, effects and acceptable costs of operations.



- 2.3.b. Policies with respect to Board Self-Governance  
Statements setting forth the style and rules with respect to the Board's own tasks and processes.
- 2.3.c. Policies with respect to Senior Pastor Limitations  
Limiting statements that bind or restrict activity of the staff.
- 2.3.d. Policies with respect to Board and Senior Pastor Relationships  
Clarifying statements about delegation to and monitoring of ministry implementation.

## **2.4. GOVERNING PROCESS**

### 2.4.a. Governing Philosophy

The Board shall govern with an emphasis on:

- spiritual vision rather than internal preoccupation,
- encouragement of diversity of viewpoints,
- strategic leadership more than operational detail,
- clear distinction of Governing Board and Senior Pastor roles,
- collective rather than individual decisions,
- future rather than past or present, and
- being proactive rather than reactive.

### 2.4.b. Scope of Activities

All activities of the Board, its officers, committee(s) or Members shall relate to the specific responsibilities of the Board as formally adopted at Board meetings. Board Members are disciplined by this principle.

### 2.4.c. The Governing Board shall act on behalf of the congregation in all matters delegated to it by the Constitution and By-laws or by action of the congregation. However, the Governing Board shall not:

- i. Call or remove called workers.
- ii. Undertake capital campaigns (any amount greater than 10% of the current year budget).
- iii. Incur debt for a period of time greater than one year.
- iv. Buy, sell, mortgage or transfer real estate.
- v. Remove Members of the Governing Board.
- vi. Excommunicate a member of the congregation.
- vii. Execute a merger or dissolution of the congregation.
- viii. Execute a merger or dissolution of the School Ministry.
- ix. Amend the church's Constitution or the By-Laws.
- x. Affirm on behalf of the congregation the Annual Ministry Budget.

### 2.4.d. Group Action

The Board shall exercise its governing authority as a whole using a democratic process following parliamentary procedures and the general principles of Robert's Rules of Order. No

individual Board Member shall exercise such authority except as instructed by the Board. (See Boundary Management Policy, Appendix C.)

- i. All such instructions shall be guided by appropriate limitations.
- ii. The rules contained in Robert's Rules of Order shall be the guiding rules for all boards and committees of Holy Cross Church in all cases, except those instances where such rules are inconsistent with the Constitution and By-laws of the church or this document.

2.4.e. Governance Policy Development

The Board's Governance Policies are to be active and dynamic. The policies are meant to be changed and refined regularly, based on the intent of each section, on Christian values, and the changing context within which the congregation functions.

2.4.f. Resolutions

The Board will pass resolutions for specific actions only when those actions are required by law, the Constitution and By-laws or will affect only the Board.

2.4.g Senior Pastor Actions

All Board decisions governing actions of the Senior Pastor shall be done through policy.

- i. Any actions taken or contemplated by the Senior Pastor or any which may be or have been approved through the Senior Pastor, will only be considered in light of the appropriate governing policies. The Board will only review the policies for their soundness as a test of ethical and prudent behavior, and will not dictate what the appropriate actions are except for compliance with policies.
- ii. The Board shall rewrite and approve policies when appropriate.

2.4.h. Governance Policy Review

Any Board Member, the Senior Pastor or Congregational Assembly may ask for a review of specific policies. The responsibility for effective and appropriate policies rests with the Board.

Governance Policy Review Schedule

The Board shall determine what if any portion of the policy shall be reviewed and or updated. (See Policy 2.1.a.). Board will make every effort to coordinate the review with the business cycles of the congregation, reviewing appropriate policies just prior to management actions for decisions.

2.4.i. Fiscal Responsibility

The Board's fiscal responsibility shall be discharged by:

- i. Establishing policies limiting Senior Pastor financial authority, budget development and control of assets.
- ii. The Board shall establish a line of credit to be used by the Senior Pastor for operational needs. (See Policy 3.3) A "line of credit" can be a home equity line of credit established at a bank, a charge card, or a debit card to be used by the Pastor without board approval. The expense must simply be reported and justified to the board.
- iii. Not more than \$5000 can be used by Senior Pastor for operational needs in a given calendar year.
- iv. Monitoring the fiscal soundness of the congregation.

- v. Affirm an annual fiscal plan/budget prior to said budget being presented to the congregation for approval.
- vi. Systematically monitoring compliance with these policies on a quarterly basis.
- vii. The Board shall appoint a financial review committee from within the Board who shall assist all members in enhancing their abilities to read and understand the quarterly financial statements submitted by the Senior Pastor and share their reactions with the Board.
- viii. Authorize a financial review to be performed by a Board-approved outside, qualified person/firm once every five years to evaluate our accounting procedures & internal controls and to determine whether those procedures & controls are being properly followed/maintained to ensure the financial soundness of the church.
- ix. Authorize an internal financial review to be performed by a Governing Board approved congregational committee within 6 months to 1 year whenever a new Parish Administrator, Treasurer, Bookkeeper, Financial Secretary has taken office to evaluate that internal controls are being properly followed.
- x. The Board shall receive, review and accept the report of the financial review and take whatever actions it deems necessary based on the financial review.

## **2.5. CALLING OF SENIOR PASTOR**

- 2.5.a. In the case of a vacancy in the office of Senior Pastor, the Governing Board shall appoint a Call Committee. The Committee shall consist of a Vice Chair, two other, non-officer members of the Board and two members at large from the congregation. The Call Committee shall:
  - Establish a set of criteria for the position, with special attention to the leadership needs under Policy-Based Governance,
  - Seek appropriate assistance from the District,
  - Call for nominations from the congregation,
  - Establish an effective interview and evaluation process which includes telephone and, as needed, personal interviews,
  - Provide a list of recommended, qualified candidates to the Governing Board,
  - Establish and facilitate the interview process for the list of candidates approved by the Board,
  - Present to the Governing Board a summary of the interviews of each candidate, and
  - Assist the Governing Board in bringing its recommendations to the congregation in accordance with the By-laws.
- 2.5.b. In the case of a vacancy for a called worker, the Governing Board shall appoint a Call Committee. The Committee shall consist of the Vice-President, two other non-officer members of the Board and two members at large from the congregation. The senior pastor shall be an ex-officio member of the Call Committee. The Call Committee shall:
  - Establish a set of criteria for the position, with special attention to the leadership needs under Policy-Based Governance,
  - Seek appropriate assistance from the District,
  - Call for nominations from the congregation,
  - Establish an effective interview and evaluation process which includes telephone and, as needed, personal interview(s) with senior pastor.
  - Provide a list of recommended, qualified candidates to the Governing Board,
  - Establish and facilitate the interview process for the list of candidates approved by the Board,
  - Present to the Governing Board a summary of the interviews of each candidate, and

- Assist the Governing Board in bringing its recommendations to the congregation in accordance with the Constitution and By-laws.

## 2.6. ELECTION OF GOVERNING BOARD MEMBERS

### 2.6.a. Governing Board Membership

The number of Board Members shall not exceed seven (7). Members shall be elected on a rotation basis with approximately one third of the Board being elected each year. The Senior Pastor shall serve as an ex officio member, without vote, of the Board.

### 2.6.b. Nominating Committee

- A Nominating Committee, consisting of a Vice-Chair, two other Members of the Governing Board, and two voting members-at-large from the Congregation appointed by the Board shall be *approved* each year at the regular meeting in August. The Senior Pastor shall serve as an ex officio member (without vote) of this committee.
- Upon completion of its duties the Nominating Committee will be disbanded.
- The Nominating Committee shall be chaired by a Vice-Chair of the Board.
- The Nominating Committee shall solicit, and receive, the names of prospective candidates from the Board or any member of the Congregation.
- When calling for nominations, the Nominating Committee shall inform the congregation of the nominating process and provide to anyone wishing to nominate someone, the appropriate information which shall include “Qualifications and Other Considerations” (See 2.6.c.), “Board Responsibilities” (See 2.1), Accepting Membership Responsibilities (See 2.2), the Nomination Form (See Appendix D) and a cover letter explaining the nominating process, the schedule and the election procedures.
- Anyone who chooses to nominate an individual must submit a completed nominating form for that person to the Nominating Committee.
- The Nominating Committee shall develop a recommended slate of “qualified” candidates (see 2.6.c.) to fill the upcoming vacancies (approximately one third of the Board). The Nominating Committee will present the final slate in writing to the congregation at least two weeks prior to its Annual Meeting in November.

### 2.6.c. Qualifications and Other Considerations

- In preparing its recommended slate of candidates for Board service, the Nominating Committee must seek candidates who according to the criteria mentioned in Acts 6:3, *“Wherefore, brethren, look ye out among you seven men of honest report, full of the Holy Spirit and wisdom, whom you may appoint over this business.”* A willingness to serve and a desire to serve faithfully shall continue to be a part of this criteria along with the following:
  - Meet the requirements of Board Membership as stipulated in the Constitution and By-laws.
  - Undertake personal, spiritual disciplines for the development of their own faith lives.
  - Are good communicators
  - Are visionary
  - Can effectively represent the concerns of the Stewards of the congregation.
  - Understand and support the basic concepts of Policy Based Governance.
  - Are willing and able to support the Strategic Focus of the congregation

- Are willing and able to accept the Board Responsibilities and Membership Responsibilities as delineated in Policy Section 2.1. and 2.2
  - Are not on the payroll of the congregation currently or anytime within the immediate preceding three years.
- ii. In preparing the slate, the Nominating Committee shall also guarantee that:
- The spouse of no more than one Senior Staff member is on the Board. That person shall not be eligible to serve on the Executive Committee.
  - The spouse of the Senior Pastor will not serve on the Board.
  - No more than one individual from any given family with less than two degrees of separation (parents, children, siblings, aunts/uncles, nieces/nephews or in-laws of same, grandparents) shall serve on the Board at the same time.
- iii. The Nominating Committee shall take into consideration diversity issues (age, race, ethnicity, gender) in determining its recommended slate.
- iv. The Nominating Committee shall take into consideration the current composition of the Board in determining its recommended slate.

2.6.d. Election

Election of Board Members shall take place each year at the Annual Meeting of the Congregation in November.

- i. When presenting the slate to the Congregation, the Nominating Committee shall include:
- The list of criteria used to qualify nominees.
  - Procedures for the election process.
- ii. The Congregation shall elect only individuals who have been deemed qualified by the Nominating Committee.

2.6.e. Terms of Service

- i. A term of service for a Board Member shall be three years.
- ii. Board Members may not serve more than two consecutive elected terms and if appointed to fill a vacancy, may not stand for re-election if another term would extend their service to more than seven years.
- iii. Approximately one third of the Board shall be elected each year to assure continuity of service and experience on the Board.
- iv. In keeping with Policy 2.6.a. (the number of Board Members shall not exceed 7), no more than three Board Members shall be elected in any given year.
- v. Should the number of Board Members or their terms of service fall out of alignment with Policy 2.6.e, no other process shall be used for realignment except the election process as outlined in these policies.

2.6.f. Vacancies

- i. Vacancies that occur on the Governing Board shall be filled in accordance with applicable provisions of the Governance Policies of the Congregation. However, only individuals deemed “qualified” may be appointed to fill a vacancy.

- ii. Appointment to fill a vacancy on the Board shall always be to complete an unexpired term and in no case shall such an appointment work in contradiction to the election of approximately one third of the Board each year.
- iii. Every effort shall be made to fill vacancies within three months of their occurrence. However, if there is less than one year of service left in the term the position may remain vacant until it is filled through the election process.

## **2.7 BOARD TRAINING AND SELF-REVIEW**

In order to discipline itself and its efforts, the Board will provide orientation and training for its members and will conduct an annual self-review.

2.7.a. Board skills, methods, and support will be adequate to assure quality governance by the Board.

- i. Training and retraining will orient new Board Members and candidates for Membership, as well as to maintain and increase existing Members' skills and understanding of their responsibilities.
- ii. Outside monitoring assistance will be arranged so that the Board can exercise confident control over congregational performance (e.g., fiscal audit).
- iii. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to Stewards' viewpoints and values.

2.7.b. The annual self-review of the Governing Board shall focus on:

- i. The Board's openness and communication among its Members.
- ii. The Board's openness and communication with the Senior Pastor.
- iii. The Board's ability and skill in developing and monitoring policy.
- iv. The Board's adherence to policy.

2.7.c. The Board shall create its own self-review process.

## **2.8 OFFICERS OF THE BOARD**

2.8.a. Officers of the Board shall be a Chair, *two* Vice-Chairs, and Secretary and these shall be the officers of the congregation.

2.8.b. The Board shall elect its own officers at the first meeting of the new Governing Board. Officers may hold their respective positions for a maximum of two years.

The responsibilities of the officers shall be those normally associated with these positions. The Chair and the two Vice-Chairs will determine amongst themselves how to distribute the responsibilities (planning strategies & goals, board self-governance, senior pastor limitations, and board senior pastor relationship) based upon their specific expertise with the understanding that the role of the Vice-Chairs is to assist the Chair.

2.8.c CHAIR

The Chair shall:

- i. Serve on the Executive Committee of the Board.

- ii. Work with the Executive Committee and Senior Pastor to establish the agenda for all meetings of the Governing Board and Congregational Assemblies.
- iii. Preside at all meetings of the Governing Board and Congregational Assemblies.
- iv. Initiate counsel with any Member of the Board who violates policy insuring that policy is followed.
- v. Take appropriate actions, which may not be stipulated, but essential for the thorough management of the Board's work so long as those actions are not in violation of other Board policies.
- vi. Assume responsibility for overseeing the work of the Executive Committee.
- vii. The Chair shall in consultation with the Senior Pastor, *determine* who should represent the congregation to the public or press should the need arise.
- viii. The Chair shall serve as one of the designated bank signatories for the church.

2.8.d. VICE-CHAIR (two positions)

The Vice-Chair shall:

- i. Serve on the Executive Committee of the Board.
- ii. Preside at all meetings of the Governing Board and Congregation when the Chair is absent or when requested to do so by the Chair of the Board.
- iii. Serve as Chair of the Nominating Committee.
- iv. Initiate counsel with the Chair of the Board should the Chair violate policy.
- v. The Vice-Chair shall serve as one of the designated bank signatories for the church.

2.8.e. SECRETARY

The Secretary shall:

- i. Maintain the minutes of all meetings of the Governing Board, Executive Committee and Congregation and cause copies of all such minutes to be kept on file in the church office.
- ii. Conduct all official correspondence of the Governing Board and the Congregational Assemblies.
- iii. Be thoroughly familiar with the congregation's Constitution and By-laws and serve as the primary resource to the Board and Congregational Assembly for questions concerning the same.

## 2.9 COMMITTEES OF THE BOARD

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

- 2.9.a. Committee responsibilities shall flow directly from the Board's description of its job, shall be set forth in a formal written charge with an appropriate period for existence and shall not impinge upon responsibilities delegated to the Senior Pastor.
- 2.9.b. Committees shall not manage any part of the congregation, or do staff work, except when working on a topic that is fully within the province of the Board and has not been delegated in any way to the Senior Pastor.
- 2.9.c. Except when empowered by the Board, committees shall have no executive or deciding authority. At all other times they will strive to develop and recommend policy only.

## 2.10 EXECUTIVE COMMITTEE OF THE BOARD

- 2.10.a. The Chair and the Vice-Chairs, (with the Secretary of the Board present for the purpose of recording minutes) shall constitute the Executive Committee of the Board. The Senior Pastor shall be an ex officio member, without vote, of the Executive Committee. Members of the

Executive Committee shall attend its meetings regularly, not missing any part of two consecutive meetings.

- 2.10.b. The Executive Committee may act on behalf of the Board in all matters delegated to it by specific action or by policy of the Board. Actions and recommendations of the Executive Committee shall be reported to the Board at the next meeting of the Board for their review and action.

Subject to the following limitations, the Executive Committee shall possess and exercise all powers of the Governing Board during the intervals between meetings.

The Executive Committee shall not:

- i. Recommend to congregational members any action requiring their approval. Such recommendations shall come only from the Board.
- ii. Establish or modify governing policies.
- iii. Change the membership of any committee at any time or fill vacancies therein.
- iv. Discharge any committee either with or without cause at any time.
- v. Sell stock.
- vi. Discharge any Board fiscal responsibilities as detailed in Policy 2.4.i.

2.10.c. The responsibilities of the Executive Committee on an ongoing basis are as follows:

- i. The Executive Committee shall consistently advise the Senior Pastor of his performance; shall conduct the Senior Pastor's annual performance appraisal and report to the Board when it has been completed seeking the Board's input and approval.
- ii. The Executive Committee shall meet with the Senior Pastor prior to the beginning of each budget year to offer counsel and affirm the Senior Pastor's intended outcomes for the next year. These outcomes shall form the basis for the Senior Pastor's annual performance appraisal.
- iii. The Executive Committee will ensure that the Senior Pastor conducts a 360-degree feedback process and share the raw data as well as an interpretation of the data with the Executive Committee prior to the performance appraisal process.
- iv. The Executive Committee shall also seek input from the Governing Board individually and/or corporately regarding the Senior Pastor's performance. These interviews will focus on adherence to policy only. The Executive Committee shall guarantee anonymity when reporting this information to the Senior Pastor or to the Board.
- v. The Executive Committee shall share the information gathered through these interviews (guaranteeing anonymity) with the Senior Pastor and allow him to respond as he feels the need.
- vi. Based on performance appraisal process, the Executive Committee shall counsel the Senior Pastor and assist him in establishing a plan to enhance his performance.



- vii. Planning the program and agenda for Board meetings.

## **2.11 RESPONSIBILITIES TO THE STEWARDS OF THE CONGREGATION**

The Board's responsibilities to the Stewards are:

- 2.11.a Conduct Congregational Assemblies.
- 2.11.b Solicit input annually on the appropriateness of the Strategic Focus.
- 2.11.c Inform the Stewards of the degree of success in meeting the Strategic Focus of the congregation.
- 2.11.d Identify and establish relationships with groups that have the potential to have a felt stewardship in the congregation.

## **2.12 DIALOGUE WITH STEWARDS**

The main responsibility of the Governing Board is to represent the Stewards of the congregation. This is primarily done through the development of the definition of the Strategic Focus for the congregation. The Board recognizes that there is no single "owner" of the congregation, nor any single group that is the "owner." It is the Board's responsibility to actively identify segments of people that have a felt Stewardship in the congregation, and ask for input on Strategic Focus. This goes beyond the Board's responsibility to the Stewards and requires further action by the Board. To fulfill this obligation:

- 2.12.a. The Board will identify annually the congregation's key Stewards segments.
- 2.12.b The Board will include a Steward's Dialogue Session with Steward segment representatives in at least one fourth of its meetings. A schedule should be developed so that dialogue sessions can be integrated into the regular board agenda and so that stewards know when to prepare and when they are to attend.
- 2.12.c The Stewards dialogue will center around the three central questions.
  - i. Who are the Targeted Served of the ministries of the congregation?
  - ii. What are the Outcomes for these Targeted Served?
  - iii. What should be the cost for these Outcomes?

## **2.13 BOARD CALENDAR, AGENDA AND MEETING STRUCTURE**

- 2.13.a. The Board shall establish a basic structure for its meetings to assist the Board and Senior Pastor in processing information in a way that allows them to maintain a policy based orientation.
- 2.13.b. This Board agenda shall work in tandem with the calendar. Additional items may be added as needed.
- 2.13.c. The Board calendar shall be as follows and, on the day of the week and the week of the month as designated during the Governing Board Annual Meeting in January (see 2.13.h):

January:  
February:

March:  
April:  
May:  
June:  
July:  
August:  
September:  
October:  
November:  
December:

2.13.d. Ordinarily, the Board agenda may consist of the following items or other items as necessary for decency and order.

I. Preliminaries

- +Call to Order and Roll Call
- +Opening Prayer
- +Open Forum
- +Approval of the Minutes
- +Approval of Reports

II. Action Items

III. Discussion Items

IV. Closed Session Items

VI. Adjournment

•Other Board Business (scheduled as needed)

- +Monitoring
- +Calendar Items
  - Policy Review and Revision (as scheduled)
- +Other Board Actions

•Annual Meeting of the Board (held during the first meeting after elections)

•Planning Meeting of the Board (June?)

•Board Education

•Board Dialogues

•Faith Exploration

•Board Self Evaluation

2.13.e. Only Members of the Board, the Senior Pastor and presenters shall be seated at the Board table.

2.13.f Only those non-members of the Board recognized by the Chair shall have speaking privileges.

2.13.g. Board meetings may include time for Board education to increase the Board's competence for carrying out its responsibilities. Special meetings may be called in order to provide the education and training necessary. Board members may be asked to attend a conference (at the Church's expense) on some topic.

2.13.h. The Governing Board shall hold its Annual Meeting to set governance expectations for the year in January following the induction of new Church Officers and consisting of the following items in this order.

Annual Meeting of the Governing Board

i. Call to Order

ii. Elections

- A. Nominations & Vote for Chairman
- B. Nominations & Vote for Vice-Chairman (vote for two)
- C. Nominations & Vote for Secretary

iii. Appointments & Designations

- A. Appointment of the Treasurer

- B. Appointment of Financial Secretary and Bookkeeper
- C. Designation of Depositories
- D. Designation of Bank Signatories
- E. Designation of Legal Counsel
- F. Designation of GB Meeting Day & Calendar
- G. Designation of a Quorum of the Congregation for the Calendar Year
- H. Approval of Appointments and Designations

IV. Adjournment

**2.14 CONGREGATIONAL CALENDAR, AGENDA AND MEETING STRUCTURE**

2.14.a. The Board shall establish a basic structure for congregational meetings.

2.14.b. This Board shall hold an Annual Meeting of the Congregation in November. Additional meetings may be added as needed.

2.14.c. Ordinarily, the Annual Meeting agenda may consist of the following items or other items as necessary for decency & order, and to satisfy constitutional requirements.

- I. Preliminaries
  - +Call to Order
  - +Opening Prayer
  - +Open Forum
  - +Presentation of Reports
- II. Items Requiring Action/Vote
- III. Discussion Items
- IV. Adjournment

2.14.d. Process for determining a quorum for a congregational meeting.

- i. The process to determine a quorum for a congregational meeting is 10% of the sum of the weekend worship attendance (Saturday and Sunday services) for the prior year divided by 52.
- ii. This quorum number will be set on an annual basis at the January meeting of the Governing Board and be in effect for the current year.

## **SECTION 3: SENIOR PASTOR LIMITATIONS**

### **3.0 PREAMBLE**

Section 3 is intended to enable the Pastor's spiritual obligations as outlined in the Diploma of Vocation. These are the parameters placed on the Senior Pastor's efforts unless restricted in the Senior Pastor Limitation Policies; all actions are acceptable to achieve the Strategic Goals. The Primary-Limitation is further defined by the sections that follow it. Each section is further limited by all other sections.

### **3.1 PRIMARY-LIMITATION**

When representing the Congregation, the Senior Pastor and staff shall not act in a manner that is unethical, imprudent, illegal or inconsistent with the Constitution, By-Laws and Governance Policies of the congregation.

### **3.2 COMMUNICATION AND SUPPORT TO THE BOARD**

- 3.2.a. The Senior Pastor shall not permit the Board to be uninformed or unsupported in its work.
- 3.2.b. The Senior Pastor shall not fail to provide written reports for all monitoring data at least one week prior to the scheduled Board meetings.
- 3.2.c. The Senior Pastor shall not allow the Board to be unaware of:
  - i. Relevant trends that impact the ministry of the congregation.
  - ii. Anticipated adverse media coverage.
  - iii. Allegations against anyone in a ministry capacity.
  - iv. Any report of abuse of sexual misconduct alleged against any member of the staff (within 24 hours).
  - v. Demotion or firing of staff (within 24 hours of such action).
  - vi. Hiring, promotion of staff.
  - vii. Death or serious illness of staff.
  - viii. Crises affecting the work, health or safety of staff.
  - ix. Potential lawsuits against the congregation.
  - x. Situations that affect the financial plan by 1% or greater.
  - xi. Changes in the assumptions on which any Board policy has been established.
  - xii. Synodical or District directions and recommendations.
  - xiii. Conditions that could have a negative impact on a major ministry program or reputation of the congregation.

### **3.3 FINANCIAL**

- 3.3.a. The Senior Pastor shall not cause or allow a financial budget which:
- i. Develops a fiscal year budget after the beginning of the fiscal year [after the annual Board meeting].
  - ii. Is built on anything other than an operational plan which moves the congregation forward with regard to its Strategic Focus.
  - iii. Is built on unsound assumptions about financial conditions. Financial conditions are defined as projected earnings/contributions, operating costs, other income/expense, and transfers from investment income.
  - iv. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
  - v. Allows an unsound financial condition that jeopardizes the achievement of the Board's Strategic Focus Policies.
  - vi. Allows cash and contingency funds to drop below a safety reserve of less than 10% of the annual budget at any time.
  - vii. Fails to include line items for the Governing Board to use for its own prerogatives.
- 3.3.b. The Senior Pastor shall not allow the use of any planned giving receipts that deviates from the written Planned Giving Gifts Guidelines.
- 3.3.c. The Senior Pastor, in reporting financial activities and position, shall not allow deviation from generally accepted accounting principles as established by the Financial Accounting Standards Board (FASB) and the American Institute of Certified Public Accountants.
- 3.3.d. The Senior Pastor shall not allow the investment of any financial assets that deviates from the written Investment Policy.
- 3.3.e. The Senior Pastor shall not borrow funds for working capital in an amount greater than \$5000.
- i.. The Senior Pastor shall not allow the congregation to carry short-term debt for longer than twelve consecutive months.
  - ii.. The Senior Pastor shall not allow staff to expend any amount in excess of a 10% over a budgeted line item without first receiving approval of their supervisor.
- 3.3.f. The Senior Pastor shall not allow the handling of cash within the congregation that does not comply with written guidelines detailing such activity.

### **3.4. ASSET PROTECTION**

- 3.4.a. The Senior Pastor shall not fail to insure against theft and casualty losses to at least 80% replacement value and against liability losses to Board Members, staff, and the congregation itself in an amount greater than the average for comparable congregations.
- 3.4.b. The Senior Pastor shall not allow non-bonded [untrustworthy] personnel access to material amounts of funds.

- 3.4.c. The Senior Pastor shall not subject the plant, grounds and equipment to improper wear and tear or insufficient maintenance.
- 3.4.d. The Senior Pastor shall not unnecessarily expose the congregation, its Board or staff to claims of liability.
- 3.4.e. The Senior Pastor shall not fail to protect intellectual property, information, and files from loss or significant damage.
- 3.4.f. The Senior Pastor shall not make any purchase over \$1000 without obtaining comparative prices and quality assessment.
- 3.4.g. The Senior Pastor shall not receive, possess or distribute funds under controls that are insufficient to meet the Board-appointed auditor's standards.
- 3.4.h. The Senior Pastor shall not invest or hold operating capital in insecure instruments, including uninsured checking accounts or any bonds at any time, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
- 3.4.i. The Senior Pastor shall not endanger the congregation's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

### **3.5 OPERATIONAL STRUCTURE**

- 3.5.a. The Senior Pastor shall not fail to delegate authority to appropriate individuals to ensure effective and efficient operational structure
- 3.5.b. The Senior Pastor shall not allow a structure that has a neutral or negative effect on the Strategic Focus of the congregation.
- 3.5.c. The Senior Pastor shall not operate without a written plan for interim succession.
- 3.5.d. The Senior Pastor shall not allow any Staff to create operational plans and procedures that have a neutral or negative impact on the growth and development of the ministries of the congregation.

### **3.6 CRISIS MANAGEMENT PLAN**

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

### **3.7. PERSONNEL**

- 3.7.a. The Senior Pastor shall not allow the congregation to operate without effective, established Operational Policies which, with regard to personnel, clarify personnel rules, provide for effective handling of grievances, provide for evaluation procedures, and protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
- 3.7.b. Personnel Policies shall not:
  - i. Deviate from local, state or federal law or regulations in the ethical treatment of employees.
  - ii. Be in conflict with the effective day-to-day operation of the congregation.
  - iii. Fail to establish an effective, written Conflict of Interest Policy for the staff.

- iv. Impair the dignity, safety, and right to ethical job-related dissent of employees. Grievances by employees shall receive fair, internal hearing through procedural safeguards.
- 3.7.c. The Senior Pastor shall not allow positions [ministries] to be undefined or position descriptions that inaccurately reflect the responsibility and tasks assigned to the position.
- 3.7.d. The Senior Pastor shall not allow positions to exist where there are inadequate resources available for a qualified person assigned the position to succeed.
- 3.7.e. The Senior Pastor shall not allow the Senior Pastor's position description to assume authority that is clearly delegated to some other entity or person.
- 3.7.f. The Senior Pastor shall not fail to conduct annual written staff evaluations and share the results with the appropriate staff member.
- 3.7.g. The Senior Pastor shall not fail to protect the confidentiality of performance appraisals.
- 3.7.h. The Senior Pastor shall not fail to inform the staff of the process being used to make decisions except to maintain the personal privacy of those being served or as required by law or these Policies.
- 3.7.i. The Senior Pastor shall not fail to acquaint staff with their rights under these Operational Policies.

### **3.8 COMPENSATION**

- 3.8.a. The Senior Pastor shall not allow compensation that does not fall within the ranges as identified in the Operations Policy Manual.
  - i. The Senior Pastor shall not establish compensation and benefits that are inconsistent among staff members.
  - ii. The Senior Pastor shall not, without justification, allow compensation that deviates materially from the geographic or professional market skills for the called or employed workers.
- 3.8.b. The Senior Pastor shall not allow salary increases to be based on anything other than merit, as justified in the performance review and by available resources. (This does not include increases to the base pay levels which shall be determined by the Board.)
- 3.8.c. The Senior Pastor shall not recommend his own compensation package and adjustments.

### **3.9 LONG RANGE OUTLOOK**

- 3.9.a. The Senior Pastor shall not fail to conduct and present to the Board an annual long-range outlook study.
- 3.9.b. The Senior Pastor shall not develop a long-range outlook study that fails to consider the Strategic Focus.
- 3.9.c. The Senior Pastor shall not develop a long-range outlook study that fails to consider and identify the changes in the climate and conditions that affect the congregation.

### **3.10. PLANNING**

- 3.10.a. The Senior Pastor shall not allow the development of an Operational Plan that fails to align with the Strategic Focus.
- 3.10.b. The Senior Pastor shall not allow the staff to develop an annual financial plan without previewing and updating its Operational Plan.

### **3.11 MINISTRY PROGRAM**

- 3.11.a. The Senior Pastor shall not allow programs and other services that do not contribute to the achievement of the Board's Strategic Focus.
- 3.11.b. The Senior Pastor shall not allow Senior Staff or their direct reports to conduct their ministries without the benefit of "Advisory Councils" made up of lay members of the congregation.
- 3.12.c Senior Staff "Advisory Councils" shall consist of five individuals three of whom shall be selected by the Senior Staff member and two shall be appointed by the Senior Pastor.
- 3.11.d. The Senior Pastor shall not fail to have the staff report their personal ministry plans to their Advisory Councils every six months.
- 3.11.e. The Senior Pastor shall not allow full time staff to conduct their ministries without a commitment to the "priesthood of all believers" and thus the training and utilization of lay members of the congregation in their respective areas.

### **3.12 STRATEGIC ALLIANCES**

- 3.12.a. The Senior Pastor shall not fail to explore and, as appropriate, establish strategic alliances. (See Policy 1.9.)

### **3.13 GIFTS AND BEQUESTS**

- 3.13.a. The Senior Pastor shall not fail to develop a plan to promote and receive gifts and bequests for the congregation.
- 3.13.b. The Senior Pastor shall not permit the congregation to accept gifts and bequests that run counter to the congregation's values and policies and that have a neutral or negative effect on the Strategic Focus.
- 3.13.c. The Senior Pastor shall not allow the congregation to accept gifts and bequests that are too restrictive.

### **3.14 CHURCH DOCTRINAL POLICY LIMITATIONS**

- 3.14.a. Single Ministry Policy.

The Governing Board wishes to assist our pastors in reaffirming their respective roles as pastors serving the congregation. In reviewing job descriptions for the pastors, it is clear that each pastor has specific responsibilities. As there can be only one Church, one congregation, one mission, one vision, there can be only one Senior Pastor and only one pastor who leads the congregation. For all those decisions that fall under the roles of pastors, the final decision must be that of the Senior Pastor. All those who work for Holy Cross are there to assist the Senior Pastor in his ministry and therefore, work under the direction of the Senior Pastor. Holy Cross Lutheran Church will operate under the single ministry of the Senior Pastor.



### 3.14.b. Marriage Policy.

The marriage policy of Holy Cross Evangelical Lutheran Church, a member congregation of The Lutheran Church-Missouri Synod, is and always has been consistent with the Synod's beliefs on marriage. We believe that marriage is a sacred union of one man and one woman (Gen. 2:24-25), and that God gave marriage as a picture of the relationship between Christ and His bride the Church (Eph. 5:32). The official position of The Lutheran Church-Missouri Synod, as set forth in 1998 Res. 3-21 ("To Affirm the Sanctity of Marriage and to Reject Same-Sex Unions"), is that homosexual unions come under categorical prohibition in the Old and New Testaments (Lev. 18:22, 24; 20:13; 1 Cor. 6:9-10; 1 Tim. 1:9-10) as contrary to the Creator's design (Rom. 1:26-27). These positions and beliefs can be found on the LCMS website, along with other statements, papers and reports on the subject of homosexuality and same-sex civil unions and "marriage." Our pastors will not officiate over any marriages inconsistent with these beliefs, and our church property may not be used for any marriage ceremony, reception or other activity that would be inconsistent with our beliefs and this policy.

### 3.14.c. Communion Policy .

The Lord's Supper is a gathered meal for confirmed Christians. To help guests and members determine whether they should participate in communion, those attending Sabbath and holiday services at Holy Cross, who are planning to commune with us, should ask themselves the following questions prior to joining us at the altar:

- i. Do I believe I am a sinner and am I sorry for my sins?
- ii. Do I believe that Jesus offers me forgiveness for my sins?
- iii. Do I believe that the body and blood of Christ are truly present in this Sacrament?
- iv. Do I desire and intend to walk more closely with my Lord and change my sinful behavior, with the equipping of the Holy Spirit?

This information should be made available at every service.

## **SECTION 4: BOARD/SENIOR PASTOR RELATIONSHIP**

### **4.1. MANNER OF DELEGATING**

- 4.1.a. The function of the Board is to develop, monitor and enforce governance policy, not to implement it.
- 4.1.b. Except for assignments of its own work to committees, consultants or officers the Board shall delegate authority only to the Senior Pastor. Any other subordinate employee or entity operating with the authority of the congregation shall receive that authority from the Senior Pastor or a person assigned such authority by the Senior Pastor.
  - i. The Board shall relate to all programmatic staff officially only through the Senior Pastor.
  - ii. Members of the Board shall be prudent in their contact with staff and shall keep the Senior Pastor informed about significant contacts they have with any staff member.
- 4.1.c. The Board shall address only broad levels of issues in policies of purpose or governance policies leaving lesser levels (i.e. operational policies) to the discretion of the Senior Pastor. The Senior Pastor may develop operational guidelines, rules or procedures and may make decisions in any way the Senior Pastor deems appropriate as long as governing policies adopted by the Board are observed.
- 4.1.d. The authority of the Senior Pastor shall begin where the explicit pronouncements of the Board end. Except as required by governing policies or law, decisions of the Senior Pastor do not need approval by the Board.

### **4.2 ACTIONS REQUIRING BOARD APPROVAL**

This is a listing of the actions that need Board approval, as delineated through other governing documents or these policies.

- 4.2.a. Board Decisions  
These are the areas that are left to specific Board approval because of their unique nature, or requirement of the Board.
  - i. Election of Officers of the Board.
  - ii. Selection of the auditor/reviewer.
  - iii. Receipt and review of financial audits.
  - iv. Approval of the Appointments and Designations of the Board Chairman
  - v. Appointment of legal counsel.
  - vi. Sale of Stocks
  - vii. Acceptance of the recommended annual fiscal plan/budget.
  - viii. Approval of any listed/identified expenditures that exceed the approved amount in the Annual Budget or emergency/needed expenditures not authorized by a vote of the Congregation.

- ix. Change in the membership of any committee of the Board at any time and fill vacancies as needed.
- x. The discharge of any committee of the Board.

#### **4.3 ACTIONS REQUIRING CONGREGATIONAL APPROVAL**

- 4.3.a. While the Board has wide ranging responsibility and authority to give direction to the ministry of the congregation, it shall not:
  - i. Call or remove called workers.
  - ii. Undertake capital campaigns (any amount greater than 10% of the current year fiscal plan).
  - iii. Incur debt for a period greater than one year..
  - iv. Buy, sell, mortgage or transfer real estate.
  - v. *Remove* Members of the Governing Board.
  - vi. Excommunicate a member of the congregation.
  - vii. Execute a merger or dissolution of the congregation.
  - viii. Execute a merger or dissolution of the School Ministry.
  - ix. Amend the church's Constitution or the By-Laws.

#### **4.4 SENIOR PASTOR FUNCTION**

The Senior Pastor shall:

- 4.4.a. Be empowered to take all actions and make all administrative decisions that are deemed necessary to attain congregation results except (a) actions which are not in accordance with the congregation's Strategic Focus, (b) violation of law, applicable regulations, orders of courts or commonly accepted business and professional ethics, and (c) violation of Constitution and Bylaws or specific further Senior Pastor Limitations stated by the Board in policies.
- 4.4.b. Develop operational guidelines, rules or procedures and make decisions the Senior Pastor deems appropriate as long as governing policies adopted by the Board are observed.
- 4.4.c. Be responsible for the spiritual stewardship of a "single ministry" of the congregation as one church, one congregation, and to supervise and coordinate all expressions of ministry to the "single ministry" of the church.

#### **4.5 SENIOR PASTOR ACCOUNTABILITY**

The Senior Pastor shall be accountable to the Board for:

- 4.5.a. Achievement of the congregation's Strategic Focus through personal and staff action.
- 4.5.b. Compliance of personal and staff actions to limits established in the Senior Pastor Limitations Policies.
- 4.5.c. Provision of adequate counsel to the Board through personal and staff action, including counsel on social, legal, theological, synodical and other changes relevant to the Board's decision areas.

- 4.5.d. Defining and refining the Senior Pastor's position description within the personnel constraints.
- 4.5.e. Relating with integrity, honesty, and straightforwardness to the Board.

#### **4.6 EXCEEDING SENIOR PASTOR LIMITATION POLICIES**

From time to time, Senior Pastor Limitation Policies may be exceeded. When this happens, the Board will take appropriate action. The Senior Pastor is to take initiative and responsibility to monitor, inform, and correct, as well as develop preventative systems for, exceeding limitations.

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

If the Senior Pastor Limitation has been exceeded for an excessive period of time and has gone unnoticed, the Senior Pastor, in consultation with the Board, will develop a better monitoring system.

- 4.6.b. If the exceeded Senior Pastor Limitation is immediately correctable, the Senior Pastor shall take the necessary action within policies and report the results to the Board.

- 4.6.c. If the exceeded Senior Pastor Limitation is not immediately correctable, the Senior Pastor shall establish and implement corrective actions, reporting them and gaining approval of a deadline for complete correction from the Board.

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

- ii. The Senior Pastor shall give immediate notice when it is recognized that a deadline will be missed, and submit a new plan for action if the delay is excessive.

- iii. The Senior Pastor may use internal or external resources to correct the exceeded Senior Pastor Limitation without violating the Senior Pastor Limitations Policies.

- iv. The Board shall review any Senior Pastor Limitation Policy that has been exceeded for its soundness as a test of ethical and prudent behavior.

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

- 4.6.e. The Senior Pastor shall develop or improve processes to avoid recurrence of any exceeding of Senior Pastor Limitations.

- 4.6.f. 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 Board about the Senior Pastor's performance.

#### **4.7 MEANS OF MONITORING**

The Board shall employ these avenues of monitoring.

- 4.7.a. Management Reports

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

- i. The Senior Pastor shall report yearly on the economic, sociological, theological, synodical, legal and political conditions and trends in the congregation's communities.
  - ii. The Senior Pastor shall report at least quarterly on the activities, plans, and Strategic Focus of the congregation.
- 4.7.b. Direct Monitoring  
These are the actions used to confirm compliance with the Board's policies in all four policy areas.
- The Senior Pastor shall:
- i. Report at least yearly to the Board on the progress achieved towards the *Planning Strategies & Goals* of the congregation.
  - ii. Provide to the Board at least quarterly financial statements organized and presented around the financial conditions policy. (See Policy 3.2)
  - iii. Provide to the Board quarterly reports concerning the performance of all investments of the congregation.
  - iv. Provide to the Board current financial plans or budget as they are developed or proposed modifications.
  - v. Provide to the Board the current criteria established for sound financial conditions. (See Policy 3.3)
  - vi. Provide to the Board the current operational policies and revisions as they occur.
  - vii. Provide to the Board new operational structures as they are developed with an explanation of the responsibilities assigned.
  - viii. Provide to the Board each long-term outlook study after it is developed.
  - ix. Annually review the plan for operational crisis management, and provide the Board with a copy of such plan.
  - x. Annually review the plan for interim succession, and provide the Board with a copy of such plan.
  - xi. Provide to the Board summaries of each new program and service as they are developed.
- 4.7.c. Present to the Governing Board semi-annually his personal ministry plan.
- 4.7.d. Provide semi-annual reports concerning the roster of "Advisory Councils" being used by each Staff member in fulfillment of Policy 3.11.
- 4.7.e. Provide semi-annual reports listing the names of all individuals engaged in programmatic ministries, and the training they have received, in fulfillment of Policy 3.11.

## **SECTION 5: ELDER NOMINATION/SELECTION PROCESS**

### **5.0 PREAMBLE**

Be it resolved by motion of the Governing Board and the review by the Board of Elders that the following process shall be used for the selection of elders to the Board of Elders.

### **5.1 ELDER/DEACON QUALIFICATIONS**

#### **5.1.a Elder Qualifications**

i. A list of qualifications must include the following and, if special circumstances are present, may include additional qualifications. (Taken from 1 Timothy 3, ESV © 2001)

- self-controlled
- hospitable
- able to teach
- not violent, but gentle
- not quarrelsome
- not a lover of money
- not a recent convert
- has a good reputation with outsiders
- not overbearing
- not quick-tempered
- loves what is good
- upright, holy
- disciplined
- above reproach, blameless
- if married, husband of one wife
- temperate
- respectable
- not given to drunkenness
- manages his own family well
- sees that his children obey him
- does not pursue dishonest gain
- keeps hold of the deep truth

ii. Elders must be males and at least 25 years of age.

#### **5.1.b Deacon Qualifications**

i. A list of qualifications must include the following and, if special circumstances are present, may include additional qualifications. (Taken from 1 Timothy 3, ESV © 2001)

- sincere
- tested
- above reproach, blameless
- if married, husband of one wife
- temperate
- respectable
- not given to drunkenness
- manages his own family well
- sees that his children obey him
- does not pursue dishonest gain
- keeps hold of the deep truth

ii. Deacon Selection

- Deacons must be males and at least 25 years of age.

- Deacons are selected by and serve at the discretion of the elders.

## 5.2 ELDER SELECTION

5.2.a The list of prospective nominees will be selected by the Pastor and the existing Board of Elders.

- i. The Board of Elders must first determine how many new elders are needed.
  - a. Any prospective Elder must be a member of the congregation for at least one calendar year
- ii. From the list of nominees, the Pastor and the Board of Elders will select from the list those nominees, the number of nominees needed to fill open elder positions.
- iii. To the selected nominees a letter of invitation to join the Board of Elders will be sent. The letter will contain a job description and other pertinent information to assist the nominee understanding the role and responsibilities of an elder.
- iv. Selected nominees may be extended an invitation to attend a meeting of the Board of Elders to help them understand what is expected of an elder and assist the nominee in making a decision on whether to accept or pass on the invitation to become an elder.
- v. The Board of Elders will continue down the list following the same process until all elder positions are filled. If after five weeks of prayerful consideration a nominee has been unable to commit to the position of elder; upon discussion between the Pastor and the Board of Elders the invitation may be rescinded.

5.2.b The new elders may assume their role as soon as they meet with the Pastor to formally accept the invitation.

- i. A formal recognition of the new elders by the congregation and induction of new elders into the Board of Elders may take place during a forthcoming service to be determined by the Pastor.

5.2.c The position of Head Elder must be selected from among the Board of Elders.

- i. Any elder, either newly selected to the position or a presently serving elder, is eligible to volunteer for the office of Head Elder.
- ii. The Board of Elders will nominate from among the elders individuals for the position of Head Elder and vote by simple majority to elect the Head Elder.
- iii. The position of Head Elder must be selected annually by the existing board.

## **SECTION 6: FINANCE**

### **6.1 GENERAL POLICIES GOVERNING FINANCE**

- 6.1a In order to oversee and maintain the finances of the church, the Governing Board has chosen to create a finance section to the Policy Base Governance Manual.
- 6.1b A Treasurer is to be appointed for one year by the Board Chairman at the Annual Meeting of the Governing Board from among the church officers to take on the responsibilities of overseeing and maintaining the finances of the church. The position of Treasurer is an uncompensated position.
- 6.1c A Finance Committee consisting of the Treasurer and two other church officers is to be maintained to assist the Treasurer in the compiling of the Annual Budget, addressing financial matters, creating financial policy as necessary, and any other duties assigned by the Governing Board consistent with its purpose of overseeing & maintaining the finances of the church.
- 6.1d A Financial Secretary is to be appointed for one year by the Board Chairman at the Annual Meeting of the Governing Board from recommendations provided by the Treasurer, Pastor, or any church officer. The position of Financial Secretary is an uncompensated position.
- 6.1e A Church Bookkeeper is to be appointed for one year by the Board Chairman at the Annual Meeting of the Governing Board from recommendations provided by the Treasurer, Pastor, or any church officer. The position of Church Bookkeeper is an uncompensated position.
- 6.1f The policy of the Governing Board of Holy Cross Church is to develop strategies, policies, procedures, and budgets that require the expenditures for the year to be consistent with the income and the church priorities for the year.

## **Section 6: Finance**

### **6.2 FINANCIAL OFFICER RESPONSIBILITIES**

- 6.2.a The responsibilities of the Treasurer is to provide a strong, and ethical management of the congregation's finances on behalf of the Governing Board and Congregation. To that end, the Treasurer shall:
  - i. Oversee that the finances of the congregation remain in accordance with Approved Annual Budget. Recognizing that a budget is a "best guess" proposal based on current information, people or groups with a budget should work within the total amount of their approved budget and not necessarily by exact amounts of each line item within their budget.
  - ii. Periodically review and update the financial status of the church in the form of a report to the Governing Board. A monthly Treasurer's Report is recommended.
  - iii. Recommend financial actions, procedures and financial practices for the congregation and the Governing Board.
  - iv. Provide oversight of all congregational finances by monitoring appropriateness of and adherence to the approved Annual Budget and policies that guide the efforts of the Senior Pastor, the Governing Board, all ministries and the congregation. Communicate to the Governing Board, Senior Pastor, Board Chairman, Parish Administrator, other financial officer, or any other appropriate party as needed if and when expectations are not being met or if and when corrective measures are required.



- v. Oversee that the financial decisions are executed by the Congregation in accordance with the approved Annual Budget and the directives of the congregation. Communicate to the Governing Board, Senior Pastor, Board Chairman, Parish Administrator, other financial officer, or any other appropriate party as needed if and when expectations are not being met or if and when corrective measures are required.
  - vi. Communicate regularly to the Stewards the pertinent financial information, activities of the Governing Board and remain open to communication from the Stewards and staff.
  - vii. Serve as the Chair of the Finance Committee.
  - viii. Exercise authority for all finances in order to take the appropriate steps to secure information, appropriate counsel, or financial action as approved and directed by the congregation or the Governing Board. Provide and recommend appropriate internal controls to safeguard the congregational assets.
  - ix. Be main contact with third-party payroll company. Assist them in completion of all aspect of payroll and all tax related reporting
  - x. Complete twice monthly journal entries to place payroll figures into the P & L.
- 6.2.b The responsibilities of the Financial Secretary is to provide a strong, and ethical management of the congregation's finances on behalf of the Governing Board and Congregation. To that end, the Financial Secretary shall:
- i. Select and train volunteer counters from the congregation to assist in the tracking and depositing of all congregation donations.
  - ii. Oversee the weekly deposit of the donations of the congregation into the bank.
  - iii. Keep accurate financial records of all congregational donations for reporting purposes. Prepare and mail quarterly and annual statements to all donors.
  - iv. Provide summary information to the Governing Board of all congregational donations and the sources of donation.
  - v. Maintain appropriate internal controls in all donations handling to assure safeguarding of congregational assets.
  - vi. Provide Bookkeeper with banking records to be entered into the congregation's financial systems.
- 6.2.c The responsibilities of the Church Bookkeeper is to provide a strong, and ethical management of the congregation's finances on behalf of the Governing Board and Congregation. To that end, the Church Bookkeeper shall:
- i. Pay all obligations of the church in a timely manner.
  - ii. Assure that all payments include appropriate documentation and approval authority.
  - iii. Record all deposits of congregation receipts into the financial accounting system
  - iv. Reconcile all bank accounts.
  - v. Assist Treasurer and Financial Secretary in maintaining appropriate internal controls on all cash disbursement activity. Make recommendations for improvement of cash disbursements and account recording.
- 6.2.d Reference material for supporting the Finance function of the congregation can be found in the Lutheran Church Missouri Synod Congregational Resources and the Congregational Treasurer's manual. This reference material can be found on diskette within the treasurer's office or on the Lutheran Church Missouri Synod website at [www.lcms.com](http://www.lcms.com).

### 6.3 ANNUAL BUDGET

- 6.3a The Treasurer may call a meeting of the Finance Committee each year (if needed) to begin organizing the process for developing the draft Annual Budget for the Annual Meeting of the Congregation.
- 6.3b The Treasurer, with the help of The Finance Committee (if necessary) will be responsible for developing and compiling the draft Annual Budget and submitting it to the Governing Board for review and approval by the September Meeting.
- 6.3c The draft Annual Budget that the Governing Board presents to the Congregation for approval at the Annual Meeting of the Congregation will be fiscally sound and in compliance with 6.1f.
- 6.3d The Governing Board has discretionary spending authority not to exceed 10%, in total, of the current annual church budget.

### 6.4 FINANCIAL POLICIES

- 6.4a1 The main fund of the congregation is the General Fund (GF). The money in this fund comes from undesignated contributions to the church. Income funds in the general budget that include items like Envelope Giving, Loose Plate and Facility Usage are included in this type of income. The General fund is used to pay all operating expenses for the church. Specific expenses are included in the annual budget.
- 6.4a2 There are two other income accounts included in the General Fund which are directed by the Governing Board as part of the annual budget process. These are Thrivent Receipts and Undesignated Receipts. This income may be designated for specific uses. As an example, all or part of these contributions could be directed to the Debt Reduction Fund.
- 6.4a3 An IN/OUT account has been established. It is used to pay bills outside the annual budget for a variety of needs within the church. These bills are generally related to church activities where monies are collected/spent in equal amounts, but are not necessarily done on an annual basis, thus are not included in the regular budget, i.e. outing to a baseball game.
- 6.4b1. Memorial Giving Policy –  

Memorials are defined as cash gifts given to HCLC beyond the normal giving in memory of a person or event. This gift is given by one person or family group and not by the congregation at large.

All gifts are the property of Holy Cross Lutheran Church (HCLC). As soon as the memorial gift has been received, HCLC is responsible for the care, maintenance and final disposition of the gifts.
- 6.4b2. The Governing Board, in consultation with the Senior Pastor, may annually review a list of suggestions for memorials which may be mentioned to people wishing to engage in this type of giving.
- 6.4b3. Memorials may be given for other items deemed appropriate by the Senior Pastor. The Senior Pastor may solicit suggestions from the ministries for this purpose. When the memorial is proposed, Senior Pastor will review the proposal with affected ministry or ministries that will be impacted prior to acceptance. .If said memorial exceeds 1% of the annual budget, Governing Board review and approval is required.
- 6.4b4. A special fund will not be created for these gifts. The following steps will be followed:

1. The selected and approved item will be valued.
  2. The necessary monies will be collected by the person/family requesting the memorial.
  3. The total amount will be placed in the HCLC IN/OUT fund.
  4. The item will be ordered.
  5. When received, the bill will be paid from the HCLC IN/OUT fund.
- 6.4b5. If the funds raised will not cover the entire purchase price, the Senior Pastor will bring a request to the Governing Board for additional funds prior to final agreement to the gift. This request will take place prior to Step 3 above.
- 6.4b6. No Memorial will be accepted that would encumber the congregation.
- 6.4b7. Exceptional Gifts (i.e. insurance policies with HCLC as beneficiary) may be received from time to time. The Governing Board will review these gifts. If the gift is designated by the donor to a specific purpose, the Board may accept or decline the gift. If the Governing Board accepts a designated gift of this type, they will insure that the gift is used in the designated way. If the gift is given without specific designation, the Governing Board will designate the gift be used for a memorial on the approved list.
- 6.4b8. The Memorial Book is the permanent record containing the names of the donors and the name of the persons honored. The Memorial Book may include a description of the gift and the date of its dedication. This book is kept by the Financial Secretary.
- 6.4c. The policy for itemizing of tithing on congregation giving envelopes shall be limited to the following guidelines.
- i. All giving envelopes (congregation member, general giving, etc.) must have the same option lines printed on them.
  - ii. Giving envelopes shall have only three lines on them: the first line should read "GENERAL FUND," the second line should read "THE CROSS (Debt Reduction)" and the third line should read "OTHER."
- 6.4d New funds may be established with Governing Board prior approval. The Board will decide if the fund is needed to meet the efficient operation of the congregation.
- 6.4e Equipment Replacement Fund - This fund is being accumulated to meet discerned needs in the maintenance of the church which are outside the normal wear and tear that is anticipated in the annual budget, or for long term maintenance needs such as a new roof or new heating or air conditioning plant. Currently, 5% of envelope giving is set aside for this fund, but the method of funding may be changed at the discretion of the Governing Board. The Governing Board also decides when this fund should be employed.
- 6.4f In place of specific financial triggers, a requirement of the Governing Board (GB) is to review the financial condition of the congregation as part of their regular meeting agenda through a review of various financial reports that show income and spending on a monthly and year-to-date basis. Indicators of financial health to be considered may include treasurer's report, ministry report, cash-on-hand to cover approximately six months of operating expenses and three months of mortgage payments. If the GB agrees that the congregation needs to be made aware of changes in the financial health of the church, they can chose how to notify the congregation. Options include, but are not limited to, a memo/report in the bulletin, an article in the monthly newsletter, a special letter to the congregation, a special congregational meeting.
- 6.4g. Pass-Through Funds – Members make contributions for various recognized outside purposes and we consolidate the money and send on a monthly basis to these organizations. Examples of this type fund would be the Food Pantry, Lutheran Church Charities, Synod.

- 6.4h. Ministry Funds – Various ministries within the congregation raise funds specifically for their ministry purposes. These funds belong to the ministries and are held in our general bank account for their use and shall be spent at the discretion of the ministry for whom the funds are held. As new ministries are added, additional Ministry Funds may be set up by the Treasurer. If a ministry fund is no longer active, has completed its mission or does not have a person or Board to direct its spending, the fund may be closed and monies placed in the General Fund at the discretion of the Governing Board.

## **6.5 FUNDS**

- 6.5a. The following list of funds are required funds that address the finances & accounting of the income and expenditures of the church and are to be maintained at all times.
- 6.5b. General Fund
- 6.5c. Memorial Funds
- 6.5d. Designated Funds – Designated Funds are those agreed upon by the congregation and supported by the Governing Board for corporate above and beyond giving for a specific congregational spending goal which is too large to be included in the yearly budget. Special fund raising events may be held to increase this fund.
- 6.5d. Called Worker(s) Housing Fund – This fund represents monies acquired through the sale of the parsonage. The fund has been identified for the sole purpose of providing a funding reserve to assist called workers in the acquisition of housing.
- 6.5e. Debt Reduction Fund – this fund pays the church mortgage. Designated funds are contributed and placed in an income account. This account is not included in the annual budget. Money received above the amount needed to pay the budget may be applied to the principal portion of the mortgage at the discretion of the Governing Board. If the Debt Reduction Fund is not sufficient to cover the church mortgage payment, then General Fund monies will be used for that purpose. Once the mortgage is paid, the necessity of this fund is over.

## **6.6 REIMBURSEMENT OF EXPENSES**

- 6.6.a A member of a board, church group, church team or other designee may be reimbursed for spending personal funds to cover a church expense within the following requirements:
- 6.6.a.i. The purchase was within the budget and responsibility of the person approving the expense.
- 6.6.a.ii A receipt is attached to a check request which reflects the amount, time and place, and purpose of the purchase. Unreceipted funds will not be reimbursed.
- 6.6.a.iii The requisition should be submitted within 30 days of the transaction. Reimbursements will not be paid if the receipt is older than 60 days.
- 6.6.a.iv. Reimbursement will not be made by increasing the amount of an employee's paycheck.

## **SECTION 7: PERSONNEL**

### **7.0 PERSONNEL POLICY**

- 7.0.a. Holy Cross Lutheran Church will have a listing of all workers involved in the operation of the church. The listing must include a job description and may include an outline of the role and responsibilities of that job.
- 7.0.b. Personnel refers to called workers and lay workers involved in the operation of Holy Cross Lutheran Church.
- 7.0.c. The policy of Holy Cross Lutheran Church is to be responsible for the compensation of paid personnel positions that are under the authority or supervision of the church. These positions include all called workers, the parish administrator, the preschool director, office and maintenance employees. The determination/setting of salary and benefits for aforementioned positions shall be the responsibility of the Governing Board or its designee. The setting of a starting salary or recommended salary increases will be the responsibility of the designated supervisor for lay employees, in consultation with the Governing Board, through the yearly budgeting process. Initial salary for called workers are part of the official call documents.

### **7.1 PERFORMANCE APPRAISALS**

- 7.1.a A performance appraisal must be performed annually for each employee.
- 7.1.b Performance appraisals must be reviewed with the individual within 30 days and kept on file within the individual's personnel file.
- 7.1.c. Performance appraisals for the Senior Pastor should be completed by the Executive Committee of the Governing Board as outlined in Section 2.10.c.i.
- 7.1.d. Performance appraisals for called workers should follow principles set down in "Theology and Practice of 'The Divine Call'" published by the Lutheran Church – Missouri Synod. (See Appendix L).
- 7.1.e Performance appraisals for lay workers should be completed annually by an individual's supervisor unless otherwise indicated.
- 7.1.d.. The goal of a performance appraisal is to facilitate personal and/or professional growth. A performance appraisal is intended to provide personnel with an opportunity to identify and correct any deficits in a needed or desirable skill set or to provide feedback in an area(s) where the person has either set a goal(s) or has identified as an area that is a focus for personal/professional growth or improvement.
- 7.1.e. Performance appraisals may be considered when determining salary or benefits.

### **7.2 JOB DESCRIPTIONS – CALLED WORKERS**

- 7.2.a Called Workers are those listed on Synod's Roster under Minister of Religion – Commissioned or Minister of Religion – Ordained. Salary and benefits for called workers are included in Call Documents.
- 7.2.b. Called workers are governed by the Supplement to the Diploma of Vocation which is included with their call documents.

### 7.3 JOB DESCRIPTIONS – LAY WORKERS

- 7.3.a. Lay Workers include but are not limited to organists and other music workers, office workers, custodians, non-Commissioned teachers and assistant teachers, whether full or part time. Compensation for these positions is individually assigned. Eligibility for benefits is defined in the HCLC Employee Handbook.
- 7.3.b. Job Descriptions shall be created when a paid position is suggested and accepted by the congregation. Job Descriptions are subject to change as the needs of HCLC or employee responsibilities are altered.

### 7.4 PERFORMANCE APPRAISAL FORMATS

- 7.4.a. Called Worker Performance Appraisal – See Appendix N
- 7.4 b. Lay Worker Performance Appraisal – See Appendix M

### 7.5 CHILD RISK MANAGEMENT

Holy Cross Lutheran Church/Preschool will engage in child risk management strategies in the selection of church/preschool workers, both paid and volunteer, who work with children and youth.

This policy reflects the directive of Title 89: Social Services; Chapter III: Department of Children and Family Services; Subchapter e: Part 407; Subpart D: Section 407-110 of the State of Illinois which governs the actions of the Preschool.

While these state-mandated rules cover only preschools, through this policy we are choosing to additionally extend these protective measures to our church-sponsored ministries to children and youth beyond the preschool ministry and to the employees and volunteers who have supervisory roles in all ministries.

In addition, this policy with both its proactive strategies and its response procedures may satisfy requirements of church/preschool insurance company guidelines.

#### 7.5.a. Definition of Terms

**Abuse** – any form of conduct that is unlawful, contrary to the moral instructions and doctrines of the church, and/or causes injury to another person directly or indirectly

**Crisis Team** – The Crisis Team shall consist of the Senior Pastor, Head Elder and Preschool Director unless their involvement precludes their participation.

**Emotional Abuse** – any attempt to control another person’s life through words, threats, fears, and/or deprivation in such a way that it impairs a person’s God-given sense of self-worth

**Physical Abuse** – any non-accidental act that violates the dignity of the image of God in another person, inflicting dehumanizing pain or injury. Physically abusive behavior also includes physical neglect, which is failure to do what one is supposed to be doing to meet the physical needs of someone in his or her care.

**Sexual Abuse** –any sexual experience forced on one person by another, which may or may not involve physical contact between people. Sexual abuse also includes any role inappropriate sexual encounter, even if consensual at the time.

**Child Abuse** – any form of intentional or malicious infliction of injury to the detriment of the physical, moral, or mental well-being of a minor

**Church** – Holy Cross Lutheran Church/Preschool of Cary, Illinois

**Minor** (sometimes “children and youth”) – any person under the age of 18

**Personnel** (sometimes “worker”) – any volunteer, employee, church worker, principal, or pastor working in or on behalf of the congregation of Holy Cross Lutheran Church/Preschool of Cary, Illinois

**Level I** – any church/school personnel working independently with children and youth, without supervision

**Level II** – any church/school personnel working with and under supervision of a Level I worker. (Example: teens helping with Vacation Bible School)

**Supervisory board** – the group responsible for a given ministry within the structure of Holy Cross Lutheran Church/Preschool, Cary, Illinois

**Supervisory role** – any adult in charge of a specified event or activity

#### 7.5.b. Securing Adult Workers (age 18 and over)

##### i. Paid Employees

All paid employees of Holy Cross Lutheran Church will complete and sign a Confidential Child Risk Screening Form as one part of their application process.

All paid employees of Holy Cross Lutheran Church will sign an authorization/waiver/ indemnity statement as part of the form, releasing the church and the references used from liability.

References will be checked for each paid employee of Holy Cross Lutheran Church with relevance to the applicant’s involvement in child and youth ministries.

All paid employees of Holy Cross Lutheran Church will authorize a fingerprinted-based criminal records check through the FBI and the Illinois State Police. (Details of this procedure and disqualifying offenses are outlined in the NID’s “Employee Background Checks” manual.)

All paid employees of Holy Cross Lutheran Church will be checked against the Statewide Sex Offender Database, as authorized by the Illinois Sex Offender Community Notification Law also known as Megan’s Law.

An accepted call or contract will be valid only upon completion of a satisfactory child risk screening as outlined in the five steps above.

All applicants will be provided a copy of the response from the Illinois State Police inquiry under the Illinois Uniform Conviction Information Act. Applicants will be notified by Holy Cross Lutheran Church as to whether or not they have been identified as a sex offender.

Applicants can request to review their Illinois criminal history record if they believe it to be inaccurate or incomplete.

##### ii. Volunteers

Volunteers for Holy Cross Lutheran Church will complete and sign a Confidential Child Risk Screening Form.

Volunteers of Holy Cross Lutheran Church will sign an authorization/waiver/indemnity statement as part of the form, releasing the church and the references used from liability.

Volunteers of Holy Cross Lutheran Church will be checked against the Statewide Sex Offender Database, as authorized by the Illinois Sex Offender Community Notification Law also known as Megan’s Law.

Volunteers of Holy Cross Lutheran Church who work with children and youth in supervisory roles will authorize reference checks and finger-print based criminal records checks.

iii. For Workers Under the Age of 18

With employee applicants and volunteers under the age of 18, it is not permissible to do background checks. A reasonable demonstration of child risk screening will be achieved for workers under the age of 18 who work with children and youth in Level 1 roles through letters of reference from people who have previously seen the applicant's involvement with younger children.

iv. Substitute or Part-Time Teachers

Substitute teachers seeking employment in more than one non-public preschool, a teacher seeking concurrent part-time employment with more than one non-public preschool (as a reading specialist, special education teacher, or otherwise), or educational support personnel seeking employment positions with more than one non-public preschool must provide authorization for background checks to one of the non-public preschools employing the individual.

v. Disqualifying Offenses

No prospective paid or volunteer worker who has prior convictions of sexual misconduct or child abuse will be allowed to serve in any capacity where they would have contact with children and youth in the ministries of Holy Cross Lutheran Church.

vi. Authorized Access to Information and Storage

Confidential forms and reports from background checks and references will be seen only by the Pastor and/or Director (Preschool) and/or Parish Administrator of Holy Cross Lutheran Church. All records will be kept in a secure and locked location separate from personnel files within the office of the pastor and/or Director until they are destroyed. Every person authorized to see these reports must be informed that making information from them known or available to others is a violation of Illinois law, a Class A misdemeanor.

7.5.c. Guidelines for Ministry to Minors

i. The Church is responsible for sharing the following guidelines with paid and volunteer personnel and monitoring their compliance.

ii. No worker will be accepted who has prior convictions of sexual misconduct or child abuse. (Details of disqualifying offenses for workers in non-public schools are outlined in the NID "Employee Background Checks" manual.)

iii. All workers shall be informed of these guidelines, which they are required to follow in their activities with minors and shall be required to sign a statement that they will faithfully follow them.

iv. The child risk screening process for each worker will be repeated every three years.

v. No Level I volunteer shall be allowed independent direct interaction with children and youth until said person has been known to the Pastor/Director (Preschool) or to the supervisory board responsible for the ministry for a period of no less than six months. Level I volunteer refers to any church/school personnel working independently with children and youth, without supervision.

7.5.d. Supervision of Minors



- i. All children should be properly supervised when present in the building. Parents and workers should not leave children unattended or let them wander the building without proper adult supervision.
- ii. There will be at least two children's program workers present in all classes, clubs or activities involving children and youth. Also, any off-campus activities require at least two adult workers to be present.
- iii. All special events, outings, field trips, parties, extra-curricular activities and any off-campus activities require parental permission slips. Signed permission slips must be gathered by the adult worker coordinating the activity.
- iv. Personnel in supervisory roles shall document any incidents which could be perceived as sexual misconduct or child abuse, being sure to record times, dates, circumstances, witnesses and any other such information as might be helpful in a follow-up investigation.

7.5.e. Procedures with Minors

- i. All regular children's program workers must complete and sign a Child Risk Screening Form and be approved before working with our children and youth.
- ii. One light must remain on at all times in a room that is being used.
- iii. Parents should meet their children, under grade 3, in the room or location of the activity or event. Workers should not leave children unattended. If a parent has not arrived within 10 minutes after the class or event, children should be taken to the church/preschool office.
- iv. Transportation to and from events is the responsibility of the families. During events, drivers should avoid dropping off or picking up minors without being accompanied by another adult. The supervisory board will set standards for who is permitted to drive during events. Any deviations should have the prior consent of the parent and be reported to the next person in the line of responsibility.
- v. Parents are welcome to observe their child in any class or activity. As a courtesy to our personnel, we ask that parents inform the supervising adult of their desire to observe, prior to the beginning of the activity. Parents should not disrupt or interfere with the activity.
- vi. A worker must accompany all children through age 4 to the restroom. Workers should enter the restroom stall only to assist a child when necessary.
- vii. Topics, vocabulary and attire that could not be used or worn comfortably in the presence of parents should not be employed with children and youth.
- viii. Controlled substances should not be used by adult supervisors prior to or during activities scheduled with children and youth. Alcohol is not permitted to be provided to anyone under age 21.
- ix. All workers should use good judgment when having physical contact with children and youth. Workers are cautioned not to touch minors in any way that would appear intimate, threatening or frightening. Minors should not be forced to give physical contact such as kisses, hugs or sitting on an adult's lap. Children and youth are not to be intimidated, grabbed forcibly, shaken or struck.
- x. A worker must maintain a professional posture, avoiding emotional attachment and remaining aware of a child's powerful attraction to persons in authority and trust.

- xi. If a worker suspects that a minor is in an unsafe or abusive home he/she must report it immediately to a supervisory church/preschool official.
- xii. If a worker is seen endangering a child or acting inappropriately, a church/school official must be contacted immediately.
- xiii. At the time of registration, parents will be given an opportunity to decline having their child photographed for use in publications or displays.
- xiv. Nursery.

#### 7.5.f. Child Risk Incident Response Plan

- i. Volunteer workers must report to professional staff when there is suspicion that a minor with whom they have had contact in their working capacity has been subjected to abuse or neglect. This includes any incident of suspected child abuse that takes place at Holy Cross Lutheran Church.

#### 7.5.g. Reporting Protocol

- i. When an incident of any sort occurs during the course of a church/ sponsored activity, it is the policy of Holy Cross Lutheran Church to take the following steps.
- ii. Respond promptly to any injury, whether due to an accident or interpersonal activity.
- iii. Assess whether medical assistance is required. Treat the injury or get immediate medical assistance.
- iv. Notify the individual's parents or legal guardians
- v. Complete an Accident Report immediately after completing numbers i. thru iii. above.
- vi. Complete a Confidential Incident Report if there is evidence of sexual, physical or emotional abuse. This form must be completed immediately by a first-person source and filed with the appropriate church official. While child abuse must be reported to the Illinois Department of Child and Family Services, the flow of information is best managed by the church chain of command.

#### 7.5.h. Crisis Team

The Crisis Team shall consist of the Senior Pastor, Head Elder and Preschool Director unless their involvement precludes their participation

- i. The church will respond promptly to any allegations of abuse or misconduct where there is reason to believe such abuse has occurred, taking the following actions.
- ii. Interview all involved parties and seek to establish the facts in order to determine the next course of action. Complete the Confidential Report of Suspected Incident of Child Abuse and the Confidential Victim's Report.
- iii. Relieve the employee or volunteer immediately of any duties. Refer the person for appropriate medical/psychological evaluation and intervention if such allegations are supported by sufficient evidence.

- iv. Reach out to the individuals and their families and communicate sincere commitment to their spiritual and emotional well-being.
- v. Deal as openly as possible with the members of the church-and the community, within the confines of respect for the privacy of the individuals involved.
- vi. Consider seeking outside assistance (i.e., legal counsel, psychologists, medical experts, etc.) to aid the investigation and follow-up.
- vii. Share the investigation findings and follow-up actions with the individual and/or family.

7.5.i. The Media

- i. Refer to Boundary Management Policy in Appendix C, item 2.
- ii. Holy Cross Lutheran Church/~~Preschool~~ is committed to dealing openly and forthrightly with any such incident. At the same time, in light of the permanent harm that can result from such allegations, even if they ultimately prove to be unfounded, this church respects the strict confidentiality and privacy of all persons who are involved in such incidents. Only the designated person above should speak to the media. (Please refer to the NID “Critical Incident Manual” for additional guidelines.)

7.5.j. Policy Maintenance

- i. Education - The policy and procedures outlined previously are applicable to all church personnel who work with or on behalf of Holy Cross Lutheran Church, Cary, Illinois. This policy will be distributed to all church personnel by their immediate supervisor who will request a signed statement of the receipt, understanding and acceptance of these policies and procedures.
- ii. Administration -- The leaders of our children and youth ministries are responsible for guiding workers through the child risk screening process and informing them of the guidelines of this policy. The leaders are responsible to their supervisory board for compliance of these rules.
- iii. Review -- A review of this Child Risk Management Policy will be undertaken every three years. The review committee should include ministerial staff, preschool Director, and children and youth ministry leadership.

7.5.k. Additional Information and Forms Included in Appendix H and Appendix I

APPENDIX H contains samples of the following forms:

1. Confidential Child Risk Screening for Adult Paid Employees and Volunteers (Age 18 and over)
2. Authorization and Release For Background Check
3. Confidential Risk Screening for Youth Paid Employees and Volunteers (Under age 18)
4. Accident Report
5. Confidential Incident Report
6. Confidential Report of Suspected Incident of Child Abuse
7. Confidential Victim’s Report
8. Sample Policy Introduction Letter to Families
9. Sample Questions and Report for an Interview in Connection with Child Risk Screening.

## **7.6 HOLY CROSS LUTHERAN CHURCH (“HCLC”) EMPLOYEE HANDBOOK**

- 7.6.a. Benefits, vacation and employment information shall be maintained in the Holy Cross Lutheran Employee handbook. The Employee handbook must be reviewed and updated if needed, on an annual basis with the Governing Board. (See Appendix O)

## **7.7 MINISTRIES**

Many people are involved in work around the church on a volunteer basis through individual ministries. These ministries are encouraged to provide a description of their group’s activities which can be used to give interested people an over-view of what the ministry does and what they may be expect to do as a member of that ministry. Current MAP information may be sufficient for this purpose. Ministry leaders are responsible for any specialized training a new member of the group may require.

## **SECTION 8: FACILITIES AND FACILITY USAGE POLICY**

- 8.0a. Holy Cross Lutheran Church will have a facility usage policy for all facilities involved in the operation of the church.
- 8.0b. Definitions
  - 8.0b.i. A facility refers to any structure or area within the property owned by and involved in the operation of Holy Cross Lutheran Church.
  - 8.0b.ii. A User shall mean any individual, organization, corporation, non-profit, and/or group and will be inclusive of any and all individuals, entities, agents, representatives and participants of the User.
- 8.0c. The use of a facility of Holy Cross Lutheran Church may require proof of insurance, a fee or the presence of specific supervision
- 8.0d. Holy Cross Lutheran Church reserves the right to restrict the use of its facilities.
- 8.0e. The church may require the presence of certain qualified people in order for the use of a facility to be permitted for a specific activity.
- 8.0f.i. A Facility Usage Request Form must be completed and returned to the Parish Administrator. Turning in an application does not guarantee approval unless you are notified by the Parish Administrator. Facility Usage Request Forms are available from the Church Office. (See Appendix J for Facility Usage Request Form).
- 8.0f.ii. Our Facilities and Equipment Usage Rules and Regulations are provided with the Facility Usage Request Form. These Rules and Regulations must be read before the request form is signed. (See Appendix K for Rules and Regulations).
- 8.0g. The sanctuary is not included in the list of church and loft areas that available for rent. Use of the sanctuary and adjacent narthex and balcony is the responsibility of the Pastor.

**Planning Strategies & Goals**  
**Appendix A (Section 1)**  
(Revised January, 2010)

Vision and Mission  
Holy Cross Lutheran Church  
Cary, Illinois

Section 1: Planning Strategies & Goals

1.1 Core Values

- 1.1.a. **Scripture Based:** We value the Scriptures as the foundation for all that we do and all that we are.
- 1.1.b. **Worship, Prayer & Bible Study:** We value participation in praising God through worship, prayer and Bible study.
- 1.1.c. **Outreach:** We value a culture that shares the good news as defined in the Great Commission (Matt 28: 18 – 20).\*
- 1.1.d. **Service:** We value the sharing of individual gifts in support of one another and the growth of God's Kingdom.
- 1.1.e. **Spiritual Growth:** We value a journey of life long learning in God's Word with a commitment to our mission & vision.

\*"Then Jesus came to them and said, 'All authority in heaven and earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.'" (Matt 28: 18 – 20)

1.2 Vision Statement

Vision Statement for Holy Cross Lutheran Church

**We, Holy Cross, seek to be an active, evangelical Lutheran church where the spiritual needs of members and the community are fulfilled.**

1.3 Missions That Support the Vision – the mission statement.

**Inspired by Christ, Serving under Christ, Growing in Christ**

**Inspire the Congregation and Community through God's Word.**  
**Serve the Needs of our Brothers and Sisters.**  
**Grow our Faith and our Love in Jesus.**

Foundational Missions for Holy Cross Lutheran Church

- 1.3.a. Holy Cross is a place where its members are grounded in God's grace and transformed, enabling His grace to be expressed within the community.
  - i. We are a friendly and hospitable community.
  - ii. We warmly welcome everyone.
  - iii. We practice Christian love through forgiveness and a non-judgmental attitude.
- 1.3.b. Holy Cross, as an evangelical church, seeks to foster and develop spiritual growth through flexible ministry.
  - i. We provide flexible ways to worship, pray and grow in faith.

- ii. We create ways that people feel wanted & needed, build relationships between people, and provide a sense of family through small groups and Bible study.
- iii. We seek ways to continually evaluate and renew our ministries.

1.3.c. Holy Cross strives to engage young people in the mission of the church helping them to develop their faith.

- i. We work diligently to keep its junior high and high school youth actively involved in the life of the church.
- ii. We seek to effectively capitalize upon the proximity to the high school.
- iii. We cherish the opportunity to teach children the truth from God's word.

1.3.d. Holy Cross has the vision of celebrating and conscientiously stewarding the resources of the entire church.

- i. We recognize that Christ is the head of the body of the church and all the members are given gifts to make a difference in the world.
- ii. We realize our responsibility to cultivate the gifts and talents of all members.
- iii. We provide resources and opportunities to enable the development of close personal relationships in Christ.

1.4. Strategic Goals (to be determined by the Governing Board)

1.5 Key Objectives

1.5.a. Holy Cross will continue to foster outreach by welcoming new members through all its programs and encouraging existing members through a continued focus on small group ministries.

1.5.b. Holy Cross will develop sustainable youth ministry programs.

1.5.c. Support disaster planning initiative to complete an official Disaster Plan for the congregation to give to Cary fire/police departments outlining where we believe we can be of assistance in the case of a community disaster. Assist other congregations in Cary with this type of work if they are interested

1.5.d. Support the Preschool quest for Gold Medal status with the State of Illinois.

1.5.e. Undertake long-term fiscal planning with the Trustees for major expenses, i.e. sanctuary window replacement, furnace replacement, etc.

## **CONFLICT OF INTEREST POLICY**

### **Appendix B**

The Governing Board commits itself and its Members to ethical, businesslike and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Board Members.

1. Board Members must represent non-conflicted loyalty to the interests of the congregation. This accountability supersedes any conflicting loyalty to advocacy or interest groups and membership on other boards or staffs. Board member accountability also supersedes the personal interest of any Board Member acting as a client or as a family member of a client of the congregation's services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - A. There must be no self-dealing or any conduct of private business or personal services between any Board Member and the congregation except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
  - B. When the Board is to decide upon an issue about which a Member has an unavoidable conflict of interest, that Member shall recuse her/himself without comment on the deliberation as well as the vote on the matter.
  - C. Board Members must not use their positions to obtain employment in the congregation for themselves, family members or close associates. Should a Board Member desire such employment, s/he must first resign from the Board.
  - D. Board Members will annually disclose their involvement with other organizations, with vendors, or any other associations that might produce a conflict of interest.
3. When a Board member fails to recuse her/himself in a situation where other Board Members perceive a conflict of interest, the Member may be excused from the Board's session with a two-thirds vote of the Board (not including the Board Member under consideration). (See Policy 2.2.)



**BOUNDRY MANAGEMENT POLICY**  
**Appendix C**

The Governing Board commits itself and its Members to ethical, businesslike and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Board Members.

- 1 Board Members may not attempt to exercise individual authority over the congregation except as explicitly set forth in Board policies.
  - A Board Members' interactions with the Senior Pastor or other staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
  - B. Board Members' interactions with public, press or other entities must recognize the same limitation and inability of any Board Member to speak for the Board.
  - C. Board Members will give no consequence or voice to individual judgments of the Senior Pastor or staff performance.
  - D. Board Members will respect the confidentiality appropriate to issues of a sensitive nature.

Should the sensitivity of an issue not be clear to a Board Member, s/he shall consult with the Board Chair before sharing information.

- 2 The Chair in consultation with the Senior Pastor, will determine who should represent the congregation to the public or press should the need arise.

**GOVERNING BOARD NOMINATION FORM**  
**Appendix D**

\_\_\_\_\_  
Name of person being nominated

\_\_\_\_\_  
Phone

\_\_\_\_\_  
E-mail Address

\_\_\_\_\_ I have spoken with this person and they are willing to be considered for nomination

\_\_\_\_\_ I have shared the "Board Responsibilities" and "Membership Responsibilities" lists with this person and they are willing to adhere to these policies should they be elected.

\_\_\_\_\_ I have shared the "Qualification and Other Considerations" list with this person and they understand the process being used.

Why do you believe this person is well qualified to give leadership to our congregation as a Member of the Governing Board?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Date

**GOVERNING BOARD CONGREGATIONAL ANNUAL MEETING AGENDA TEMPLATE**  
**Appendix E**

HOLY CROSS CHURCH  
DATE: November XX, 20XX

ANNUAL CONGREGATIONAL MEETING  
TIME: 9:30 AM

**Inspired by Christ, Serving under Christ, Growing in Christ**

AGENDA

- I. CALL TO ORDER: Time \_\_\_\_\_ (Chairman)
- II. OPENING PRAYER (Pastor)
- III. INTRODUCTION OF GB: *LIST NAMES OF CHURCH OFFICERS HERE* (Chairman)
- IV. INTRODUCTION OF CANDIDATES & ELECTION OF CHURCH OFFICERS *LIST NAMES OF CANDIDATES HERE* (Chairman)
- V. PRESENTATION & APPROVAL OF ANNUAL BUDGET (Treasurer)
- VI. PRESENTATION & APPROVAL OF "THE CROSS" BUDGET (Treasurer)
- VII. ELECTION RESULTS (Chairman)
- VIII. ANY & ALL OTHER BUSINESS (Chairman)
  - 1. Update on ?????????????????????? *LIST REPORTS HERE*
  - 2. Questions/Items from the Congregation
- viii. CLOSING PRAYER (Pastor or Elder)
- ix. ADJOURNMENT: Time \_\_\_\_\_ (Chairman)

**GOVERNING BOARD ANNUAL MEETING AGENDA TEMPLATE**  
**Appendix F**

NOTE: The following agenda should be added to the end of the regular agenda of the GB meeting in which the GB Annual Meeting is being held. The GB annual meeting is not held as a separate meeting, but as part of the regular business of a regularly scheduled monthly meeting set to take place in a specific month each year as determined by policy.

AGENDA

Annual Meeting of the Governing Board

- I. Call to Order
- II. Elections
  - A. Nominations & Vote for Chairman
  - B. Nominations & Vote for Vice-Chairman (vote for two)
  - C. Nominations & Vote for Secretary
- III. Appointments & Designations
  - A. Appointment of the Treasurer
  - B. Appointment of Financial Secretary and Bookkeeper
  - C. Designation of Depositories
  - D. Designation of Bank Signatories
  - E. Designation of Legal Counsel
  - F. Designation of GB Meeting Day & Calendar
  - G. Designation of a Quorum of the Congregation for the Calendar Year
  - H. Approval of Appointments and Designations
- IV. Adjournment

**AGENDA TEMPLATE**  
**Appendix G**

HOLY CROSS LUTHERAN CHURCH  
DATE: Month XX, 20XX

GOVERNING BOARD MEETING  
TIME: 7:00 PM

**Inspired by Christ, Serving under Christ, Growing in Christ**

I. Call to Order: Time \_\_\_\_\_

II. Roll Call & Time In The Word/Opening Prayer (Pastor)

Present & Absent:

III. Open Forum (if needed) Matters from the Congregation, Board, or Staff

IV. Approval of the Minutes (Chairman or Secretary presents)

V. Pastor's Report (Pastor presents)

VI. Treasurer's Report (if needed Treasurer presents)

VII. Action Items

1. Reports with motions to approve are placed here. (Chairman or Board Member presents)
2. Reports with motions to approve are placed here. (Can also be presented by a guest or a member of the congregation )

VIII. Discussion Items

3. Reports with discussion only (no motion/action to approve) are placed here. (Chairman or Board Member or guest or member of the congregation presents.)
4. Reports with discussion only (no motion/action to approve) are placed here.

IX. Closed Session (if needed)

1. Personnel
2. Approval of Minutes
3. Litigation /Land Acquisition

X. Closed Session Summary (if needed)

XI. Any & All Other Business (if needed)

**CHILD RISK ASSESSMENT MANAGEMENT POLICY FORMS**  
**APPENDIX H**

**Table of Contents**

1. Confidential Child Risk Screening for Adult Paid Employees and Volunteers (Age 18 and over)
2. Authorization and Release for Background Check
3. Confidential Risk Screening for Youth Paid Employees and Volunteers (Under Age 18)
4. Accident Report
5. Confidential Incident Report
6. Confidential Report of Suspected Incident of Child Abuse
7. Confidential Victims Report
8. Sample Policy Introduction Letter to Families

**Form 1: Confidential Child Risk Screening for  
Adult Paid Employees and Volunteers (age 18 and over)**  
Holy Cross Lutheran Church of Cary, Illinois

We desire to provide a safe and secure environment for the children and youth entrusted to our care. The following information will assist us in doing so.

Name \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Address/city/state/zip \_\_\_\_\_

Are you a member of Holy Cross Lutheran Church?  Yes  No

If no, what church do you attend? \_\_\_\_\_

Please list on the back of this page all present or previous work involving children either paid or unpaid. Identify the institution and type of work. Also indicate any specialized training. (Example: CPR, first aid, etc.).

USE THE BACK OF THE PAGE

Have you ever been convicted or pled guilty/no contest to a charge of sexual or physical abuse of a minor?  
 Yes  No (If yes, please explain)

**For new Employees only:**

**Please provide the name and telephone number of three individuals who are not related to you. These references should be able to describe you in a way that is relevant to your involvement in child and youth ministries.**

1. \_\_\_\_\_ Phone \_\_\_\_\_

2. \_\_\_\_\_ Phone \_\_\_\_\_

3. \_\_\_\_\_ Phone \_\_\_\_\_

By signing below:

I certify that all of the information I have provided in the process of submitting this form is true and correct to the best of my knowledge.

I voluntarily and knowingly authorize any person named herein as a contact to give (Insert name) Lutheran Church/School any information they may have regarding my character and fitness for working with children and fully release and discharge all such contacts from liability for information provided.

I authorize Holy Cross Lutheran Church/Preschool of Cary, Illinois to conduct a fingerprint-based criminal records check if needed. I also acknowledge and understand the church/school will do a check of all employees and volunteers against the statewide and/or national sex offender database and that I will not be allowed to work or volunteer or be put on the active payroll until the above is completed.

I have read the Child Risk Management Policy of Holy Cross Lutheran Church/Preschool, Cary, Illinois. I understand what is expected of me and I agree to comply with the policy and its procedures.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Revised 2/20/2017

**Form 2: Authorization and Release for Background Check**





**Form 3: Confidential Child Risk Screening for  
Youth Paid Employees and Volunteers (under age 18)**  
Holy Cross Lutheran Church of Cary, Illinois

In order to provide a safe & secure environment for children entrusted to our care complete the following.

Name \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Address/city/state/zip  
\_\_\_\_\_

School \_\_\_\_\_ Year/grade \_\_\_\_\_

Are you a member of Holy Cross Lutheran Church? \_\_\_\_\_ Yes \_\_\_\_\_ No

If no, what church do you attend? \_\_\_\_\_

Please list on the back of this page all present or previous work involving children either paid or unpaid. Identify the institution and type of work. Also indicate any specialized training. (Example: CPR, first aid, etc.).

USE THE BACK OF THE PAGE

Please provide the name and telephone number of three individuals who are not related to you. References should be able to describe you in a way that is relevant to your involvement in child and youth ministries.

1. \_\_\_\_\_ Phone \_\_\_\_\_

2. \_\_\_\_\_ Phone \_\_\_\_\_

3. \_\_\_\_\_ Phone \_\_\_\_\_

By signing below:

I certify that all of the information I have provided in the process of submitting this form is true and correct to the best of my knowledge.

I voluntarily and knowingly authorize any person named herein as a contact to give (*Insert name*) Lutheran Church/School any information they may have regarding my character and fitness for working with children and youth and fully release and discharge all such contacts from liability for information provided.

I have read the Child Risk Management Policy of (*Insert name*) Lutheran Church/School, (*City*), Illinois. I understand what is expected of me and I agree to comply with the policy and its procedures.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**For parent or guardian:**

I hereby give my permission for my child to participate as a worker in the children's and youth ministry programs of (*Insert name*) Lutheran Church/School. I will support her/him through prayer and a Christ-like example. I also will ensure that she/he is dressed modestly and is prompt for each day's activities. I understand that if I have questions or concerns, I may call the church/school office and the person responsible for the program will return my call to address my concern.

\_\_\_\_\_  
Parent/Guardian Signature

\_\_\_\_\_  
Date

**Form 4: Accident Report**  
Holy Cross Lutheran Church of Cary, Illinois

Name of Injured Person \_\_\_\_\_

Age \_\_\_\_\_ Sex \_\_\_\_\_ Phone (\_\_\_\_\_) \_\_\_\_\_

Accident Occurred: Date \_\_\_\_\_ Time \_\_\_\_\_

Is the injured person staff? \_\_\_\_\_ Yes \_\_\_\_\_ No

Where specifically did the accident occur? \_\_\_\_\_

During what event did the accident occur?

\_\_\_\_\_ Church \_\_\_\_\_ School \_\_\_\_\_ Extended Care \_\_\_\_\_ VBS

\_\_\_\_\_ Athletics \_\_\_\_\_ Youth \_\_\_\_\_ Sunday School \_\_\_\_\_ Church sponsored event

\_\_\_\_\_ Other, Please specify \_\_\_\_\_

What was the injured person doing when hurt?

\_\_\_\_\_  
\_\_\_\_\_

Were any other people involved?

\_\_\_\_\_

What equipment or objects were involved?

\_\_\_\_\_

What part of the body was injured? (Please be specific.)

\_\_\_\_\_

What type of injury (bruise, laceration) was sustained?

\_\_\_\_\_

Were blood or body fluids present? \_\_\_\_\_ Yes \_\_\_\_\_ No

How was the substance handled and disposed?

\_\_\_\_\_

Did the injured disregard rules or orders of the person in charge? \_\_\_\_\_ Yes \_\_\_\_\_ No

Please explain: \_\_\_\_\_

\_\_\_\_\_

Was first aid administered? \_\_\_\_\_ Yes \_\_\_\_\_ No / If so, by whom? \_\_\_\_\_

What was administered? \_\_\_\_\_

Was transport for medical assistance required? \_\_\_\_\_ Yes \_\_\_\_\_ No / Destination \_\_\_\_\_

If so, by whom? \_\_\_\_\_

Names, addresses and telephone number of witnesses:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Signature of parent/guardian \_\_\_\_\_ Date \_\_\_\_\_

Signature of person in charge \_\_\_\_\_ Date \_\_\_\_\_

Person completing this report (Please Print)

\_\_\_\_\_ Date \_\_\_\_\_

**Form 5: Confidential Incident Report**  
Holy Cross Lutheran Church of Cary, Illinois

Incidents which require a report include, but are not limited to inappropriate behavior, profanity, vandalism, violence, abuse. If an injury is involved, please include an accident report.

Date of incident \_\_\_\_\_ Time \_\_\_\_\_ am/pm Location \_\_\_\_\_

Persons involved    1. \_\_\_\_\_  
                          2. \_\_\_\_\_  
                          3. \_\_\_\_\_

Reason for this report

\_\_\_\_\_ Inappropriate Behavior    \_\_\_\_\_ Profanity    \_\_\_\_\_ Vandalism    \_\_\_\_\_ Violence    \_\_\_\_\_ Abuse

\_\_\_\_\_ Other (specify) \_\_\_\_\_

Describe incident (be specific)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Response to incident by person in charge

\_\_\_\_\_  
\_\_\_\_\_

Recommendations by person in charge

\_\_\_\_\_  
\_\_\_\_\_

Signature of parent/guardian of person involved \_\_\_\_\_ Date \_\_\_\_\_

Signature of person in charge \_\_\_\_\_ Date \_\_\_\_\_

Name of person preparing report (please print) \_\_\_\_\_

**Form 6: Confidential Report of Suspected Incident of Child Abuse**

Filed by Crisis Team of Holy Cross Lutheran Church, Cary, Illinois

Name of worker (paid or volunteer) observing or receiving disclosure of child abuse

\_\_\_\_\_

Individual's name \_\_\_\_\_ Individual's age/Date of birth \_\_\_\_\_

Individual's race \_\_\_\_\_ Individual's sex \_\_\_ Male \_\_\_ Female

Date of this report: \_\_\_/\_\_\_/\_\_\_ Date of incident: \_\_\_/\_\_\_/\_\_\_ Time of incident \_\_\_:\_\_\_ am/pm

Location of incident \_\_\_\_\_

Individual's statement (detailed summary): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Name of person accused of abuse: \_\_\_\_\_

Relationship of accused to individual (paid staff, volunteer, family member, other) \_\_\_\_\_

\_\_\_\_\_

Nature of the individual's condition, including any evidence of previous injuries, abuse or neglect:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Reported to:	Date	Name
Senior Pastor	_____	_____
Preschool Director	_____	_____
Head Elder	_____	_____
Law Enforcement	_____	_____
Victim's Parents	_____	_____
Hospital	_____	_____
Doctor	_____	_____
Lawyer	_____	_____
NID Circuit Counselor	_____	_____
NID President	_____	_____
LCFS of Illinois	_____	_____
Other	_____	_____

Name of person completing this report: \_\_\_\_\_

Relationship/Title: \_\_\_\_\_

Phone number \_\_\_\_\_



## Form 8: Sample Policy Introduction Letter to Families

Dear *(Insert name of family)*,

The purpose of this letter is to alert you to a new Child Risk Management Policy for our congregation and school. The leaders of Holy Cross Lutheran Church have spent time in prayer and discussion about the issue of child risk management and sexual misconduct. If you've read the papers or watched the news, you've heard about the pain and anguish over this issue. We want to do what we can to reduce the risk of this type of thing ever happening at Holy Cross Lutheran Church. We are complying with state requirements for all employees of our church and have adopted the following policies regarding volunteers in our congregational ministries:

1. All employees and volunteers will complete a Confidential Child Risk Screening Form. This form will be accessible only to the pastor/principal and kept in a locked file.
2. All employees and volunteers will be checked via the Megan's Law website.
3. References may be checked and criminal background checks may be conducted for certain positions. Information obtained from these sources will be accessible only to the Pastor or Parish Administrator.
4. Any prospective paid or volunteer worker who has prior convictions of sexual misconduct or child abuse will not be allowed to serve in any capacity where they would have contact with children and youth of Holy Cross Lutheran Church.

What does this mean for you?

It means that every parent, grandma, aunt, uncle or friend who would like to volunteer at our church/preschool who might work with children and youth will need to complete a Child Risk Screening Form. More importantly, it means that Holy Cross Lutheran Church is adding another layer of protection around your children.

We hope you will not feel threatened in any way by this process, but will understand its importance and support us in our efforts to protect your children. We respect your right to privacy, so please submit your screening form to the church/school office in a sealed envelope that is clearly labeled on the front with what is inside. If you have questions, please don't hesitate to contact us.

Serving the Savior,

---

Pastor

---

Preschool Director

---

## APPENDIX I

### Sample Questions and Report for an Interview in Connection with Child Risk Screening

---

Applicant

Today's Date

1. Begin your interview by introducing yourself and asking the applicant to introduce him/herself.
2. Check to be sure that everything on the screening form has been completed. Remind him/her that the information will be kept confidential. Explain that all adult employees are checked against the Statewide Sex Offender Database. Define the circumstances that require a fingerprint-based background check to be run (certain employees and volunteers as defined in the Child Risk Management policy).
3. Ask for clarification of any questions answered "yes".
4. Ask for clarification on references. What is the relationship to the reference?
5. Ask the applicant the following questions:
  - What gifts has God given you for serving in ministry with children?
  - Why do you want to work with children?
  - Is there anything in your life that would hinder your Christian witness to children?
  - Is there anything in your background that could impair your working with children?

Describe your methods/style of behavior management.

*Watch for any red flags, especially:*

*Hugging, kissing, inappropriate touching*

*Use of physical control*

*Intimidation (snapping fingers when waiting for answers)*

*Embarrassing/isolating children from their peers*

*Using unkind labels for children to gain control or in talking with parents*

---

#### Interview Report

Agreed to background check? (age 18 and over) \_\_\_\_\_ Yes \_\_\_\_\_ No

Consented to reference contacts? \_\_\_\_\_ Yes \_\_\_\_\_ No

Clarification on "yes" responses on Child Risk Screening Form:

Interview notes:

Interviewer recommendation:

Interviewer's signature \_\_\_\_\_

Interviewer's name printed \_\_\_\_\_



**APPENDIX J  
FACILITY USAGE REQUEST FORM**

Holy Cross Lutheran Church  
2107 Three Oaks Rd., Cary, Illinois  
847-639-1702

- Church Ministry Event
- Member – Non-ministry Event
- Non-member Event

Date of Application \_\_\_\_\_

Date(s) of Activity: \_\_\_\_\_ Ongoing? \_\_\_\_\_ Frequency: \_\_\_\_\_

Time activity starts: \_\_\_\_\_ AM/PM Ends: \_\_\_\_\_ AM/PM (please include setup/cleanup)

Organization requesting usage: \_\_\_\_\_

Person in charge: \_\_\_\_\_ Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Event purpose/description \_\_\_\_\_ Number of people expected to attend: \_\_\_\_\_

---

---

Please check area desired:

LOFT:

- \_\_\_\_\_ Kitchen
- \_\_\_\_\_ Meeting room 1 (\$10/hr)
- \_\_\_\_\_ Meeting room 2 (\$10/hr)
- \_\_\_\_\_ Meeting room 3 (\$10/hr)
- \_\_\_\_\_ Multipurpose room/upper level (\$25/hr)

\_\_\_\_\_ Multipurpose room/lower level (\$15/hr)

CHURCH BUILDING:

- \_\_\_\_\_ Conference room (\$10/hr)
- \_\_\_\_\_ Fellowship Hall (\$15/hr)
- \_\_\_\_\_ Kitchen
- \_\_\_\_\_ Library (\$10/hr)

---

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Please Read Carefully Before Signing:

I have accurately completed the above application to the best of my knowledge. I have been given, read, and agree to abide by the **“Rules and Regulations for the Use of Facilities and Equipment”** and also agree, that upon approval of this application, to submit all necessary donations and deposits. I also understand and agree that all activities will be conducted in a manner that upholds the teachings and image of the Christian faith and Holy Cross Lutheran Church, Cary, Illinois, and that this application may be refused or the activity stopped and disbanded if it is found to be contrary to the teachings and image of the Christian faith and Holy Cross Lutheran Church, Cary, Illinois or in violation of the rules and regulations to which I have agreed.

**A Certificate of Liability Insurance is required for all activities or events  
except those conducted as a ministry of Holy Cross Lutheran Church.**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

**APPENDIX K**  
**FACILITIES AND EQUIPMENT USAGE RULES AND REGULATIONS**

Holy Cross Lutheran Church (HCLC)  
Cary, Illinois  
847-639-1702

- A. **REQUEST FORM.** A Facility Usage Request Form must be completed and returned to the Parish Administrator. Turning in an application does not guarantee approval unless you are notified by the Parish Administrator. Facility Usage Request forms are available from the Church Office.
- B. **DEFINITION OF USER.** User shall mean any individual, organization, corporation, non-profit, and/or group and will be inclusive of any and all individuals, entities, agents, representatives and participants of the User.
- C. **NON-CHRISTIAN RELIGIOUS OBSERVANCES.** Non-Christian religious observances are not permitted in our facility. The Senior Pastor must approve all requests for Christian religious observances. Failure to comply with this provision will result in being asked to immediately vacate the facilities with no refund of usage fee.
- D. **KEY.** If it is determined by HCLC that an entrance key will be given to an organization's contact person, a key deposit may be necessary. The deposit will be refunded when the key is returned minus any cleaning fees incurred by HCLC and minus any fee for damages. Under no circumstances can a copy be made of any HCLC key. Violation of this rule will result in immediate and permanent loss of usage privileges.
- E. **USAGE FEE.** A usage fee is required for all events that are not ministries of Holy Cross.
- F. **PAYMENT.** Payment in full is due prior to any event. If an event is ongoing, payment is due at the beginning of each month for that month (for example, payment is due January 1 for all usage during the month of January). If payment is not received at the appropriate time, facility usage will be denied.
- G. **JANITORIAL FEE.** If it is determined that an event will result in the need for janitorial cleanup, a janitorial fee will be charged. The fee will be determined by the amount of people attending the event and whether food or drinks are being served. The minimum janitorial fee is \$25.
- H. **NO ENDORSEMENT.** Approval of the use of the grounds and facilities of HCLC does not constitute or imply endorsement of a group, their mission, or their positions. Groups approved to use HCLC facilities must not advertise the event in such a way as to imply endorsement by HCLC. No activities or advocacy may take place within HCLC, its buildings, or grounds which conflicts with the beliefs and practices of HCLC.
- I. **ROOM SETUP.** No additional furniture or equipment will be provided other than that already available in the room unless requested. User may move or relocate any unattached furniture or equipment within the room but must leave any furniture or equipment in original location and condition upon leaving the facility. User is solely responsible for any damage to HCLC furniture, property and equipment while in user possession. User is solely responsible for any other furniture, property and equipment provided by user and is responsible for delivery and removal of any user-owned/rented furniture, property and equipment from HCLC premises. No additional furniture or equipment may be brought onto HCLC property without prior permission. Additional tables and chairs are available for a usage fee. Setup and take-down are the responsibility of the user.
- J. **INSURANCE.** Users of the facility at HCLC for purposes other than church ministry must furnish a valid Certificate of Insurance for liability insurance with Holy Cross Lutheran Church named as

Additional Insured party. Proof of insurance must be provided before an event. If you cannot provide liability coverage, by signing of the Facility Usage Form, you are accepting responsibility for any damages done to HCLC property.

- K. **LIABILITY.** Users of the facility at HCLC agree to hold harmless, indemnify and defend HCLC, its employees and its agents/representatives of any and all claims and/or liability including: attorney's fees, bodily injury, death, property damage, and lawsuits caused by or due to any acts and/or the negligence of the user. Such liability will not be limited in any way by agreements or by insurance. This agreement will be governed by the laws of the State of Illinois McHenry County.
- L. **A/V EQUIPMENT USAGE.** Audio/visual equipment in the LOFT upper level multipurpose room can only be used by an A/V technician from HCLC who must be present throughout the activity. There is a charge for these services.
- M. **GYM SHOES.** ALL participants using the gym for athletic purposes must change into clean gym shoes which will not mark the gym floor before entering the gym.
- N. **NO HARD BALLS.** No hard balls or objects are to be thrown against the gym walls or doors.
- O. **STAGE USAGE.** The stage is off-limits to all users except those with permission to use the stage. No one is to handle any items located on the stage without permission.
- P. **NO SMOKING, ALCOHOL OR GUNS.** Smoking and consumption of alcoholic beverages are strictly prohibited in and near our facilities at all times. No guns are permitted on our property.
- Q. **NO OPEN FLAMES.** Open flames, such as lit candles of any kind, are not permitted in our facility except for those used during worship.
- R. **SUPERVISION OF CHILDREN AND YOUTH.** Adults are to maintain proper supervision of children and youth at all times, including rest room breaks. Failure to do so will result in loss of usage privileges. Please don't bring siblings or other children not involved in the event where they cannot be supervised at all times.
- S. **FACILITY/GROUNDS USAGE.** Do not use any other part of the facility or the grounds outside the facility unless you have specifically received permission to do so.
- T. **DECORATIONS.** Do not deface any surface with anything that will leave a mark when removed. Please remove all decorations, signs, etc. at the conclusion of your event.
- U. **NO RED FOOD COLORING.** If serving liquid refreshments, no liquids containing red food coloring are allowed.
- V. **EXTERIOR DOORS.** Do not use bricks or other objects to prop open exterior doors.
- W. **FAX AND COPY MACHINES.** Fax and copying machines are for the use of our staff and are not available to our guests.
- X. **PARKING.** Do not park in designated fire lanes or handicapped parking spaces unless authorized to do so.
- Y. **SECURITY.** HCLC works to maintain a safe and secure environment within the facility; however, HCLC is not responsible for theft or damage to personal property.
- Z. **SET UP/CLEAN UP.** Set up and clean up is the sole responsibility of the applicant. Only those items currently in the room(s) reserved can be used by the applicant.

- AA. **CANCELLATION.** If facility usage is no longer needed, please notify the church office as soon as possible. Usage payment is still due if cancellation occurs after 2:00 PM on the day of the requested usage.
- BB. **BEFORE YOU LEAVE YOUR EVENT.** Turn off all lights, make sure toilets have been flushed and sink faucets have been turned off, and lock all doors as you leave the facility at the conclusion of your event. Take with you anything you brought into the facility and take all trash to the dumpster at the back of the property.

**IN CASE OF EMERGENCY, AN AED MACHINE IS IN THE LOFT KITCHEN OFF THE GYM IN A CABINET ABOVE THE PHONE AND IN A MARKED CLOSET OFF THE LOBBY OF THE CHURCH SANCTUARY.**

## APPENDIX L

### ***Performance Evaluations for Called Workers*** ***(Extract from “Theology and the Practice of ‘The Divine Call’” published by LCMS*** ***Pages 44, 45, 46)***

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The Governing Board commits itself and its Members to ethical, businesslike and lawful conduct. This includes proper use of authority and evaluations when promoting the professional and spiritual growth of called workers. This appendix is referenced in policy 7.1b in Section 7 of the GB Policy Manual.

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Christ entrusts the office of the ministry to the church for its administration. The church therefore has a responsibility to care for the office, paying close attention not only to candidates called into the office, but also to the occupants and their activities. Accordingly, the church ought to review and evaluate what takes place within the office so that a man is in fact faithfully administering Christ’s Word.

But once again, we must be careful about uncritically adopting business models for the church. We must be continually mindful of the two dimensions of the office. On the one hand, the church must be fed with the pure Word of God. Congregations call a pastor to feed them with the Gospel. This entails a responsibility to evaluate the pastor in light of scriptural models (remembering, of course, that the greatest of God’s servants were frequently in tension with the majority view and current theological fashion).

For this reason, Walther wanted people to know *The Book of Concord* so that they could test their preachers. The church certifies a man on the basis of doctrine when he enters the office, but that obligation does not cease once he enters it. A congregation should seek continuing theological education for its pastor. A pastor’s refusal or persistent failure to devote himself to growth in the Word of God not only says something about the importance he places on doctrine, but it could also constitute grounds for removing him from a congregation—and perhaps even from the office of the ministry itself. Indeed, it is incumbent upon a congregation (and the church at large) to evaluate its pastor regarding his doctrine, his life, and his faithfulness in carrying out the God-given tasks of the office.

On the other hand, we also recognize that the church asks a pastor to carry out a number of “First Article” tasks that support the preaching of the Gospel (e.g., administrative tasks, stewardship programs, etc.). These, too, may be subject to evaluation. But we need to keep the following considerations in mind. It is possible that a man is faithfully preaching the Gospel, administering the sacraments, and extending pastoral care to the members of his congregation. However, he may lack specific gifts (e.g., administrative skills, an ability to motivate young people to participate in a youth group, or the aptitude willingly to receive counsel from the congregation). The lack of such skills does not constitute a basis for removing a man either from the ministry or from a congregation, since they do not constitute the essential tasks of the office. Nevertheless, when gifts or skills needed for a particular location or task are lacking, the congregation and pastor by mutual agreement may decide that it would be best for the pastor to labor in another field more suited to his special gifts (such as the pastor of a small congregation, or an associate, rather than an administrative pastorate). Great caution should be exercised lest a pastor’s faithfulness or effectiveness be evaluated primarily on the basis of factors such as balancing the budget or increasing the membership of the church by a set percentage every year. Such a way of proceeding would represent a significant and unbiblical shift away from the divinely appointed use of the means of grace to human factors important for increasing the size of an institutional organization. At the same time, a pastor should not hide behind or appeal to his call as an excuse for being lazy or negligent in his responsibilities. In this case the third reason given for removing a man from the office may be applicable.

#### Conclusion

The Word of God is a precious gift that the Lord has given to is people. Indeed, the Word is the instrument or channel through which God forgives and recreates is people. The formal responsibility and high privilege of administering the Word publicly on behalf of the whole congregation has brought excitement and delight to those who serve within the office of the public ministry. Pastors and all those whom they are called by God to serve will strive diligently to honor Him and the ministry entrusted to them by properly exercising the call into this holy office.

**APPENDIX M**  
**SECTION A**

PERFORMANCE EVALUATION WORKSHEET  
(to be completed by staff member)

Self Evaluation:

Name of Staff member: \_\_\_\_\_

**Review Job Description**

Comment on the following in light of the job description or present understanding of expectations.

1. Am I actually doing what the job description/expectations indicates? The major components of my present responsibilities are:

2. Changes I would like to see in my job description to give a more accurate description of my responsibilities are:

3. Do my gifts, training, and abilities contribute effectively to what the members of this parish need? If so, how is this demonstrated?

(If not, what do I need?)

4. Do I have the ability to plan for the future, be realistic, organize and share plans and vision with others effectively? How is this demonstrated?

(If not, what would assist me?)

5. a) My major accomplishments this past year were:

b) Areas I hope to improve next year include:

6. Am I positive in my approach, treat my co-workers in an open, respectful manner? Do I work collaboratively toward the mission of the Church? How is this demonstrated?

Further Comments:

This self-evaluation worksheet is in preparation for the formal evaluative interview with the employer. Upon completion of the interview, the supervisor will write a summary statement including a plan for the future. Please provide your comments and signature in Section II.

**SECTION B**  
**PERFORMANCE EVALUATION**  
(to be completed by employer)

Name of person being evaluated: \_\_\_\_\_

Position: \_\_\_\_\_

Person Evaluating: \_\_\_\_\_

**Review Job Description**

Comment on the following in light of the job description:

1. Is staff member actually doing what his/her job description or expectations indicates? Explain the major components of his/her responsibilities.
  
  
  
  
  
  
  
  
  
  
2. What changes are needed in the job description in order to provide a more accurate description of the staff member's responsibilities?
  
  
  
  
  
  
  
  
  
  
3. Are his/her gifts, talents, and training what the members of this parish need? How is this demonstrated? (If not, what do I need to encourage?)
  
  
  
  
  
  
  
  
  
  
4. Does the staff member have the ability to plan for the future, be realistic, organize, and share plans and visions with others effectively? How is this demonstrated? (If not, what do I feel would be helpful?)
  
  
- 5 a. Staff member's major accomplishments this past year.
  
  
  
  
  
  
  
  
  
  
- b. Areas that need to be improved next year.
  
  
  
  
  
  
  
  
  
  
6. Discuss opportunities for training, development.
  
  
  
  
  
  
  
  
  
  
7. Is staff member positive in his/her approach, treat their co-workers in an open, respectful manner? Does he/she work collaboratively toward the mission of the Church?

Further Comments:

This evaluation worksheet is in preparation for the formal evaluation interview with the staff member. After this interview, supervisor will complete Section I of the Summary Sheet. At this time, any changes in the job

description should be made for the next year. Be sure to provide time for staff member comments and signature.

STAFF MEMBER EVALUATION SUMMARY SHEET

NAME: \_\_\_\_\_

POSITION: \_\_\_\_\_

I. Supervisor: Complete summary statement after the formal evaluative interview. Be sure to include summary of discussion, revised job description and plans for the future. (Please add additional sheet if needed.)

II. Comments by staff member: (please use back of this sheet if necessary.)

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Staff member's Signature\*

\_\_\_\_\_  
Date

\* I understand that my signature does not necessarily indicate agreement with the evaluation. I acknowledge that my supervisor has reviewed and discussed this appraisal with me.



## APPENDIX N

### Called Worker Performance Appraisal Draft

#### Called Worker Annual Performance Appraisal

REVIEWERS: \_\_\_\_\_

DATE OF REVIEW: \_\_\_\_\_

#### Review of Approach

The annual review is intended to be a positive and helpful experience, approached and handled with love, support, and honesty. It is assumed that the matters discussed in the process of the review will serve to enhance the understanding and cooperation between the \_\_\_\_\_ and the Governing Board with respect to the congregation's mission and vision statements and the relevant portions of the Diploma of Vocation.

#### Review Procedure

1. Part I, III, IV, & IV to be filled out by Executive Governing Board, Part II to be completed by Board of Elders
2. T the reviewer(s) are expected to identify areas of strength and areas where improvement may be needed.
3. When evaluating the Senior Pastor, the Executive Committee of the Governing Board will complete the performance appraisal and engage the following process:
  - a. meet with the pastor to review the committee appraisal and the pastor's self-evaluation
  - b. write a one-page summary of the review, including areas of strength, growth areas and recommendations for enhanced effectiveness, using input from the written appraisals and the interview.
  - c. Report to the Governing Board, submitting the signed and dated summary page
4. Both the appraisals and the interview are to be held and treated with absolute confidentiality.
5. To whatever degree possible this appraisal and review process should take place in the May to July period of the year and focus on four areas: pastoral, priestly, "first article" and professional growth.

## **Part I - Evaluation in relation to the Vision and Mission of the Church**

### **VISION –**

**We, Holy Cross, seek to be an active, evangelical Lutheran Church where the spiritual needs of the members and the community are fulfilled.**

Identify the ways and means by which the \_\_\_\_\_ has sought to communicate and employ this vision during the past ministry year. Be specific.

How could individual's efforts improve in the next 12 months? Be specific.

### **MISSION –**

**Inspired by Christ – Serving Under Christ - Growing in Christ**

Identify the ways and means the individual has sought to make this mission a priority and reality in the church and in their ministry during the past 12 months. Be specific.

How could the individual's mission-focused ministry involvements improve in the next 12 months? Be specific..

## Part II - Evaluation in relation to the Diploma of Vocation

For each of the statements below, rate how the individual has performed for the last 12 months, add comments for anything below Meets Expectations

1. Administers the Word of God in its full truth and purity as contained in scripture and confessional writings of the Evangelical Lutheran Church.

- Does not meet expectations
- Meets expectations
- Exceeds expectations

Comments:

2. Administers the holy sacraments in accordance with their divine institution.

- Does not meet expectations
- Meets expectations
- Exceeds expectations

Comments:

3. Equips and enables the members of the congregation to serve one another and those outside the fellowship of the congregation.

- Does not meet expectations
- Meets expectations
- Exceeds expectations

Comments:

4. Demonstrates the mind and spirit of Christ as you serve the members of the congregation and equip them for Christ's mission to seek and save the lost.

- Does not meet expectations
- Meets expectations
- Exceeds expectations

Comments:

5. Aids, counsels and guides members of all ages and social conditions; to visit the sick and the dying; to admonish the indifferent and the erring; to support the members of the congregation as they extend ministry to others.

- Does not meet expectations
- Meets expectations
- Exceeds expectations

Comments:

6. Sees to the instruction of catechumens, both children and adults, in the Word to prepare them for communicant membership in the church.

- Does not meet expectations
- Meets expectations
- Exceeds expectations

Comments:

7. Assists and leads the members of the congregation in practicing the forgiven life with one another.

- Does not meet expectations
- Meets expectations
- Exceeds expectations

Comments:

8. Trains parents to teach the Christian faith to their children.

- Does not meet expectations
- Meets expectations
- Exceeds expectations

Comments:

9. Assists the congregation in adopting administrative policies and procedures that will help it carry out the mission of a Christian congregation.
- Does not meet expectations
  - Meets expectations
  - Exceeds expectations

Comments:

**PART III – OTHER MEASURES**

1. Is effective with Administrative responsibilities.
  
2. Can deal with conflict (i.e. able to give and receive criticism gracefully, able to work through conflict in the congregation).

**PART IV – CURRENT YEAR SUMMARY**

OVERALL STRENGTHS:

AREAS FOR IMPROVEMENT:

**PART V - EXPECTATIONS FOR THE COMING YEAR:**

Employee: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewer(s): \_\_\_\_\_

## APPENDIX O

### Holy Cross Lutheran Church Employee Handbook

*Last Updated: May 2017*

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## Benefits

Holy Cross Lutheran Church (HCLC) participates in The Church's Plan through the Concordia Plan Services (CPS) portion of the Lutheran Church Missouri Synod. A number of plans are offered by CPS including health care, life insurance, a retirement plan, a tax sheltered 403B savings plan and long term disability plan. The actual administration and basic participation rules are set by CPS. Complete information is available for all employees on line at [www.concordiaplans.org](http://www.concordiaplans.org). This outline is meant as a reference for current coverages

### Health Insurance

*Details provided in benefits package, from provider.*

#### Eligibility

New employees working 30 or more hours per week are eligible for Health Insurance immediately. (3 weeks out of 4 should constitute regularly scheduled to work 30 or more hours)

#### Costs

For employees regularly scheduled to work more than 30 hours per week, Holy Cross Lutheran Church will cover 100% for Health Care Insurance (CHP plan). If the employee also covers a spouse and/or family, Holy Cross pays 100% of the benefit for the worker and the employee pays 25% of the difference between the individual worker benefit and the spouse/family benefit. HCLC pays the other 75% of the difference between individual worker benefit and spouse/family benefit.

### Retirement

*Details provided in benefits package, from provider.*

#### Eligibility

Employees regularly scheduled to work more than 20 hours per week are eligible for the Concordia Retirement Plan (CRP), (3 weeks out of 4 should constitute regularly scheduled to work 20 or more hours). Participation in this plan is paid entirely by HCLC.

#### Add-ons

Employees who are enrolled in CRP are also eligible for enrollment in the Concordia Retirement Savings Plan, a 403(b) pre-tax savings plan, also known as CRSP. This is employee contributions only. HCLC does not fund any portion of this option.

### Long-Term Disability

This plan provides 70% of a participant's monthly compensation in case of long term disability. The plan does not pay a benefit for the first 14 days. Holy Cross does not offer further coverage. The death benefit for a worker included in this plan is 2X the worker's annual salary plus 1X the worker's annual salary for each dependent (up to 4). Death of an eligible dependent pays a benefit of \$10,000.

#### Eligibility

Employees who work more than 20 hours per week are eligible for the Concordia Disability and Survivors Plan (CDSP).

#### Cost

Participation in this plan is paid entirely by HCLC.

#### Add-ons

Employees enrolled in the Concordia Disability and Survivor Plan (CDSP) may also purchase term life insurance through the Plan. HCLC does not fund any portion of this option.

### Vacation Policy

#### Called Workers

Vacation policy for called workers is set forth in their respective call documents. Called Worker Vacation maybe reviewed against District guidelines and subject to change at annual Congregational Meeting.

#### Non-called Workers

Are eligible for 1 week vacation after a six month probationary period. On the following January 1, they are eligible for 2 weeks of vacation per year.