
BOARD POLICIES

Messiah Lutheran Church and School
Weldon Spring, MO

DESIRED OUTCOMES

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

1.0 Global Desired Outcomes Policy

As a result of the ministry of Messiah Lutheran Church and School, the people of Southwest St. Charles County will be transformed by the gospel, and embark on a Life Journey to LOVE, to LEARN , and to LIVE as a model of Christ.

1.1 Results: The people we minister to will experience gospel transformation which will result in:

- A desire to join other believers in worshipping their Savior weekly
- A desire to seek God's will through Bible study, daily devotions and prayer
- A commitment to Christian community and relationship
- Growth in Christian missional living

This gospel transformation will be evidenced by:

1.1.1 Love: Gospel-centered worship - People attracted to Messiah, both believers and unbelievers:

- Will grow in genuine relationship with Jesus Christ as Savior and Lord
- Will be shaped in heart and mind by His Word
- Will develop relationships rooted in the love and grace of Jesus

1.1.2 Learn: Group and personal Bible study - People engaged in the study of God's Word will:

- Know God better, how he works in the world, and in their life
- Grow in godly wisdom, discerning good and evil, and applying God's Word to life
- Develop the trust in God needed to put His word into practice
- Be transformed in heart to see life from God's perspective

1.1.3 Live: Missional Living; Vocation, Stewardship, Mission/Evangelism - Guided by the Holy Spirit people living for Jesus will:

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- See God at work through his calling in daily life; family, work, church, and community (Vocation)
- Recognize and embrace that all possessions come from God, and give regular offerings to the work of the Church (10%), as well as sacrificial offerings above and beyond
- Be ready to share their faith with others, and participate in mission work locally and globally

1.2 Recipients: Our primary target is the people of St. Charles County.

1.3 Costs: The ministries will be funded primarily through offerings from members to the General fund.

1.3.1 Revenue Sources: Other acceptable revenue sources include approved designated gifts, fees, grants, fundraisers, and loans, income from programs, and investments.

1.3.2 School Ministry Funding: The school ministry will be funded through tuition and fees. The Church will provide facilities. School funds will cover 80% of the total utility bills. Support services will be provided at an agreed upon cost.

EXECUTIVE LIMITATIONS

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

2.0 Global Executive Limitations Policy

The senior Pastor shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful, imprudent or inconsistent with the Christian faith, Articles of Incorporation, By-Laws, Board policies, or mission of Messiah Lutheran Church, or a violation of commonly accepted business and professional ethics and practices.

2.1 Worship and Ministry: The Senior Pastor shall not allow programs and other services which are inconsistent with the Articles of Incorporation, By-Laws, and core values of Messiah Lutheran Church.

2.2 Finance: The Senior Pastor shall not allow Messiah Lutheran Church and School's financial resources to be received or expended without proper oversight and safeguards or fail to report on the financial activity in an accurate and timely manner.

2.2.1 The Senior Pastor shall not accept any restricted gifts or memorials that conflict with the church's values or that negatively impact the church's ministry plan.

2.2.2 The Senior Pastor shall not fail to immediately report to the Board financial conditions or changes of the financial conditions that may materially impact the congregation.

2.2.3 The Senior Pastor shall not fail to ensure an external audit of the church and school's financial condition at least every 3 years by a qualified firm or as required by external lenders.

2.2.4 The Senior Pastor shall not allow payment of any non-budgeted expenses over \$7500, with no splitting of order to avoid the limit, without prior approval from the Board.

2.2.5 The Senior Pastor shall not borrow or lend funds without prior Board approval.

2.2.6 The Senior Pastor shall not fail to maintain and regularly report on four types of financial funds: Crisis, Restricted, Unrestricted, and Annual Budget.

2.2.6.1 The Senior Pastor shall not fail to maintain a crisis fund of \$170,000. He shall not fail to immediately report to the board any expenditures from the fund and accompany his report with a plan to replenish the fund within 12 calendar months.

2.2.6.2 The Senior Pastor shall not fail to maintain an accounting of all designated funds and report their status to the board on a quarterly basis.

2.2.6.3 The Senior Pastor shall not fail to maintain an accounting of all unrestricted funds and report their status to the board on a quarterly basis.

2.2.6.4 The Senior Pastor shall not fail to maintain and regularly report on an Annual Budget.

2.2.7 The Senior Pastor shall not allow for the usage of church credit cards without a credit card policy being in place.

2.2.8 The Senior Pastor shall not allow the congregation's funds to be invested in a manner that is not prudent.

2.2.9 The Senior Pastor shall not operate without a fundraising policy.

2.2.10 The Senior Pastor shall not allow the movement of previously-approved budgeted funds from one ministry to another that will negatively impact the achievement of the Desired Outcomes under the Ministry Action Plan for the ministry from which the funds are to be moved without prior approval of the Board.

2.2.11 The Senior Pastor shall not dispose of any single capital asset with a fair market value in excess on \$10,000 without prior approval of the Board.

2.2.12 The Senior Pastor shall not receive church funds without having an established system of internal control policies to ensure the protection from misappropriation and to ensure reporting integrity.

2.2.13 The Senior Pastor shall not expend church funds without having an established system of internal control policies to ensure the protection from misappropriation and to ensure reporting integrity.

2.2.14 The Senior Pastor shall not operate without a designated gifts policy.

2.2.15 The Senior Pastor shall not fail to present a draft annual budget to the board at least one month in advance of the Annual Congregational Meeting.

2.3 Human Resources: The Senior Pastor shall not cause or allow conditions that are inconsistent with the Christian faith or that deviate from local, state, or federal laws or regulations regarding paid staff and volunteers.

2.3.1 Compensation: The Senior Pastor shall not allow the organization to operate without written procedures for the compensation provided to church and school staff in compliance with state and federal law.

2.3.1.1 The Senior Pastor shall set his compensation or the compensation of staff who are family members.

2.3.1.2 The Senior Pastor shall not create compensation obligations over a longer term than revenue can safely be projected.

2.3.1.3 The Senior Pastor shall not promise permanent or guarantee employment.

2.3.1.4 The Senior Pastor shall not operate without a code of conduct policy for staff.

2.3.2 Performance and treatment of staff - The Senior Pastor shall not allow the church and school to operate without appropriate policies that clarify job description, personnel rules for staff, provide for effective handling of grievances, protect against acts of harassment, sexual, racial, or otherwise.

2.3.2.1 The Senior Pastor shall not allow the church and school to operate without written procedures for the hiring, firing, promotion, or demotion of staff.

2.3.2.2 The Senior Pastor shall not fail to discharge any employee with unsatisfactory performance due to lack of ability, failure to abide by the church's policies, rules, and regulations or a failure to fulfill the requirements of the job.

2.3.2.3 The Senior Pastor shall not allow violations of confidentiality.

2.3.2.4 The Senior Pastor shall not fail to document the awareness of the church and school staff to Human Resource policies.

2.3.2.5 The Senior Pastor shall not operate without a written, Biblical process to resolve any conflicts that should arise among staff. The Board should not be uninformed of any unresolved conflicts among staff.

2.3.3 Benefits: The Senior Pastor shall not allow the organization to operate without written procedures for the benefits provided to church and school staff in compliance with state and federal law.

2.4 Asset Protection and Risk Management: The Senior Pastor shall not allow the church and school building and grounds to be inadequately maintained, modified, or used for inappropriate purposes.

2.4.1 The Senior Pastor shall not fail to insure against theft and casualty losses to at least eighty percent (80%) replacement value.

2.4.2 The Senior Pastor shall not fail to insure against liability losses of Messiah Lutheran Church and School members, staff, and the congregation itself in an amount greater than or equal to the average for comparable organizations.

2.4.3 The Senior Pastor shall not fail to provide the Board with an annual report of insurance coverage for review.

2.4.4 The Senior Pastor shall not allow Messiah Lutheran Church and School to operate without a detailed written crisis management plan.

2.4.5 The Senior Pastor shall not allow Messiah Lutheran Church and School to operate without a written security policy.

2.4.6 Facility: The Senior Pastor shall not operate the facility without a written set of guidelines governing use.

2.4.6.1 The Senior Pastor shall not allow the facility to fall into disrepair.

2.4.6.2 The Senior Pastor shall not fail to keep the facility clean and properly maintained.

2.4.6.3 The Senior Pastor shall not make building modifications which do not conform to the Board policies.

2.4.6.4 The Senior Pastor shall not allow inappropriate use of the facility by any group or individual.

2.4.6.5 The Senior Pastor shall not allow use of the facility by outside groups or individuals to pre-empt use by the congregation for church functions or activities.

2.4.6.6 The Senior Pastor shall not allow use of the facility by outside groups or individuals without an appropriate form for the waiver and release of liability.

2.4.6.7 The Senior Pastor shall not allow outside for-profit groups or individuals to use the facility without prior reimbursement to the church for related facility use expenses.

2.4.6.8 The Senior Pastor shall not allow non-Christian groups or individuals to use the facility for religious functions.

2.5 Planning: The Senior Pastor shall not fail to have in place an approved annual church and school budget and a yearly ministry plan. The Senior Pastor shall not allow staff to begin a fiscal year without developing and or updating an operational plan that supports and promotes the accomplishments of the yearly ministry plan.

2.6 Communication and Support of the Board: The Senior Pastor shall not permit the Board to be uniformed or unsupported in the important development of the health and life of the church and school.

2.6.1 The Senior Pastor shall not fail to provide monitoring data required by the Board in a timely, accurate, and understandable fashion directly addressing the provisions of the Board's policies.

2.6.2 The Senior Pastor shall not let the Board be unaware of anticipated, adverse media coverage, lawsuits, or external or internal changes that materially affect the policies of the Board.

2.6.3 The Senior Pastor shall not fail to deal with the Board as a whole except when fulfilling individual request for information or responding to officers or committee's duly charged by the Board.

2.6.4 The Senior Pastor shall not let the Board be unaware of hiring, termination, promotion, or demotion of staff.

2.6.5 The Senior Pastor shall not let the Board be unaware of death or serious illness of staff.

2.6.6 The Senior Pastor shall not fail to advise the Board if, in the Senior Pastor's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Senior Pastor linkage, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and the Senior Pastor.

2.7 Issues of Privacy: The Senior Pastor shall not fail to document a policy that protects individuals' private information. This includes but is not limited to financial information, personal issues, and pastoral care issues.

2.8 Conflict of Interest: The Senior Pastor shall not fail to identify all conflicts of interest, real and perceived, and resolve any that are unacceptable.

2.8.1 The Senior Pastor shall not allow the Board to be uninformed of all of his potential conflicts of interest. The disclosure shall include membership on, a substantial financial interest in, or employment of the Senior Pastor or a relative of the Senior Pastor by any organization doing business with the church.

2.8.2 The Senior Pastor shall not accept any gifts or favors of a substantial nature from any organization doing or seeking business with the church.

2.8.3 The Senior Pastor shall not enter into activities or share information acquired in the course of congregational service which may be detrimental to the church

2.8.4 The Senior Pastor shall not fail to have a plan to resolve all unacceptable conflicts of interest.

2.9 Succession Planning: The Senior Pastor shall not operate without a documented succession plan so the church can continue to operate in the case of a sudden or extended absence of the Senior Pastor.

2.10 Senior Pastor Vacation of Position: The Senior Pastor shall not fail to immediately notify the Board in the event the Senior Pastor receives a call so that the Board may consider potential transition plans. In addition, the Senior Pastor shall not fail to immediately notify the Board in the event the Senior Pastor announces the vacation of his position through a call, retirement, or otherwise, so that the Board may begin planning the transition process. Upon the announcement of the Senior Pastor's imminent departure, the board will allow the senior pastor to maintain the title of Senior Pastor at its discretion, or until an interim is named. However, the Senior Pastor shall not direct or attempt to influence personnel and financial activities going forward.

BOARD-STAFF RELATIONSHIP

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

3.0: Global Board-Staff Relationship Policy

The Board's only official connection to the operations of the church and school and its conduct will be through the Senior Pastor.

3.1 Delegation: The function of the Board is to develop, monitor, and enforce policy, not implement it. No individual Board member may direct the Senior Pastor. The Board shall delegate authority only to the Senior Pastor and only acting as a whole, except assignments of its own work to committees, consultants, or officers. Any other church employee or volunteer, or entity operating with the authority of the congregation, shall receive their direction from the Senior Pastor or a person assigned by the Senior Pastor.

3.1.1 Members of the Board shall keep the Senior Pastor informed about material conversations with any staff member that violates the Board and Senior Pastor relationship.

3.1.2 The Senior Pastor may develop operational policies, rules, or procedures and may make decisions in any way the Senior Pastor deems appropriate as long as the policies adopted by Board are followed.

3.1.3 Decisions of the Senior Pastor do not need approval by the Board, except as required by Board policies.

3.1.4 In case of the Senior Pastor's unforeseen extended absence or vacancy of his position, the Board shall appoint a staff person or Board member or lay volunteer, as the Board shall determine in its discretion, to fulfill the administrative role and responsibilities of the Senior Pastor on a temporary basis.

3.1.5 In the case that the Senior Pastor announces the vacation of his position through a call, retirement, or otherwise, the Board shall lead the transition process that WILL include: the appointment of an Interim Senior Pastor, the transition timeline, the assignment of other Senior Pastor administrative

responsibilities, and the commencement of the Senior Pastor call committee where appropriate. The Board may consult with the departing Senior Pastor at its discretion. Upon the announcement of the Senior Pastor's imminent departure, the board will allow the Senior Pastor to maintain the title of Senior Pastor at its discretion, or until an interim is named. However, the Senior Pastor shall not direct or attempt to influence personnel and financial activities going forward.

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

3.2.1 Senior Pastor shall provide to the Board a single, unified budget including both church and school, and an annual ministry plan.

3.2.2 The Senior Pastor shall report yearly on the economic, sociological, legal, and political conditions and trends in the congregation's community.

3.2.3 The Senior Pastor shall annually submit an emergency succession plan for management team and other key staff positions.

3.2.4 The Senior pastor shall not fail to submit, as part of the proposed annual budget, the salaries of his direct reports and any relatives.

3.2.5 The Senior Pastor shall provide on a quarterly basis to the Board ministry reports, activities reports and plans organized around the Desired Outcomes of the congregation.

3.2.6 The Senior Pastor shall provide to the Board financial statements for the church and school on a monthly basis.

3.2.7 All reports required for the Board meetings will be distributed at least 5 calendar days prior to the meeting.

3.2.8 The Senior Pastor shall provide to the Board new organizational charts as they are developed with an explanation of the responsibilities assigned.

3.2.9 The Senior Pastor can invite individual employees to bring reports to the Board with the chair's permission.

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

3.3.1 The Board will view the performance of the Senior Pastor as identical to organizational performance, so the organizational accomplishment of the Board stated Desired Outcomes and compliance with Senior Pastor Limitations will be viewed as successful performance of the Senior Pastor.

3.3.2 The Board will never give instructions to persons who report directly or indirectly to the Senior Pastor.

3.3.3 The Board will not evaluate, either formally or informally, any staff other than the Senior Pastor.

3.3.4 The Senior Pastor will relate to the Board with integrity, honesty and straightforwardness.

3.3.5 The Senior Pastor shall be accountable to the Board for provision of adequate counsel on social, legal, theological, Synodical, and other changes relevant to Board decision areas.

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

3.4.1 The Senior Pastor will give an immediate notice to the Chair of the Board once an Executive Limitations has been recognized to have been exceeded. If the Executive Limitations has been exceeded for an excessive period of time and gone unnoticed, the Senior Pastor will develop a better monitoring system.

3.4.2 If the exceeded Executive Limitation is immediately correctable, the Senior Pastor will take the necessary action within policies and report the results to the Board. If the exceeded Executive Limitation is not immediately correctable, the Senior Pastor will establish and implement corrective actions,

reporting them to and gaining approval of the Board of a deadline for complete correction.

3.4.3 The Board will review any Executive Limitations policy that has been exceeded for its soundness as a test of ethical and prudent behavior.

3.4.4 The Board will not allow one-time exceptions to policies. If a policy is exceeded it is a violation of the policy and not an exception. If an action is acceptable under certain conditions, then those conditions will be stated in the policy.

3.5 Annual performance review: The Board shall ensure that the Senior Pastor receives an annual performance review. The Board shall measure the Senior Pastor's performance against Board policies. The Board's performance appraisal shall consist of three sections:

- Desired outcomes
 - Executive Limitations
 - Professional Development
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GOVERNANCE PROCESS

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

4.0 Global Governance Process Policy

The purpose of the Board is to respectfully serve the Lord on behalf of Messiah Lutheran Church and School through policy-based governance. This will be accomplished by assuring that the church fulfills all of its spiritual and business functions, to achieve its desired outcomes, and avoiding unacceptable actions and situations.

4.1 Governing Style: The Board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision rather than internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and Senior Pastor roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactively rather than reactively.

4.1.1 Governing Style: The Board leads and guides the church by using policy-based governance. The function of the Board is to develop, monitor and enforce policy.

4.1.2 Group Authority- the Board shall exercise its governing authority as a whole. No individual Board members shall exercise such authority except as instructed by the Board.

4.1.3 Consensus Decision Making- the Board shall strive to make decisions by consensus, deferring to a voting process only when the Chair believes consensus cannot be reached.

4.1.4 Policy Development- the Board's policies are to be active and dynamic. They are meant to be changed and revised regularly, based on the intent of each section and the changing context within which the congregation functions.

4.1.5 Policy Review Schedule-The Board shall review every policy at least once a year.

4.1.6 Request for Policy Review- Any Board member or the Senior Pastor may ask for a review of specific policies. However, the responsibility for establishing policies resides exclusively with the Board.

4.1.7 Resolutions- the Board will pass resolutions for specific action when required by law, Board policies, or the church By-Laws. The Board shall not adopt resolutions for the purpose of circumventing Board policies.

4.2 Board Code of Conduct: The Board commits itself and its members to spiritual, ethical, professional and lawful conduct, including proper use of authority and appropriate Christian behavior when acting as Board members. Members must have loyalty to congregational membership, un-conflicted by loyalties to staff, other organizations, and any personal interest.

4.2.1 Members must avoid conflict of interest with respect to personal or business gain. Members must disclose to the Board any transactions that may give the appearance of being a conflict of interest.

4.2.2 Members may not attempt to exercise undue individual influence over the church or school.

4.2.3 Members will respect the confidentiality appropriate to issues of a sensitive nature. They will respect the one voice principle by communication of the consensus decision and not the individual view points of the members.

4.2.4 Member interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Board.

4.2.5 Member interaction with the public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.

4.3 Board Member Expectations: Board members should regularly attend worship, be visibly involved in ministries that support the work of the church, and give generously. Board members should manifest in their daily living the reflection of Messiah's core values: Love, Learn, Live.

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4.3.1 Members will spend time in activities to grow personally and show support and love for each other on the journey.

4.3.2 Members will continue to learn about and apply practices and oversight regarding ministry and mission.

4.3.3 Members will spend time in the Word, learning from Jesus how to work effectively within His Church.

4.3.4 Members will grow and develop leaders in the congregation.

4.3.5 Members will attend all regularly scheduled and special board meetings.

4.4 Responsibilities of Board Members: The Board includes the specially-defined roles of Chair, Vice-Chair, Secretary, Treasurer; and four At-Large members. The responsibilities of these roles shall be those normally associated with these positions.

4.4.1 Chair: The specific duties of the Board chair are to:

- Establish the agenda for Board meetings in compliance with the policy calendar established by the Board and provide it to Board members minimum of 5 calendar days in advance of the meeting
- Preside at all meetings of the Board and congregation
- Arrange for an annual performance review of the Senior Pastor using a policy based approach
- Discuss and review corrective actions with individual Board members when they violate their responsibilities
- Act in all areas of Board management left unstated within these policies as long as this action is not in conflict with the By-Laws or other Board policies
- May delegate authority, but remains accountable to the Board
- Discuss and review corrective actions with individual Board members when they violate their responsibilities. When resolution cannot be obtained with an individual Board member, the Board shall meet without that person and develop recommendations for corrective actions.

4.4.2 Vice-Chair: The specific duties of the Vice-Chair are to:

- Preside at all meetings of the Board in the absence of the Chair
- Assume responsibilities delegated by the Chair

- Discuss and review corrective actions with the Chair when the Chair violates responsibilities

4.4.3 Secretary: The specific duties of the Secretary are to:

- Record official minutes and distribute according to our policy schedule
- Preserve approved minutes in an archive
- Record congregation voters' meeting minutes and decisions
- Maintain the official Board Policy Manual

4.4.4 Treasurer: The specific duties of the Treasurer are to:

- Keep the Board updated with the current financial status. The treasurer will not direct financial matters of the church and school.

4.4.5 At-Large Members: The duties of At-Large members are to:

- Be fully engaged and carry out additional duties as assigned

4.5 Board Committees: As necessary, the Board may appoint subcommittees to help do Board work. Subcommittees report only to the Board and may not direct staff. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Senior Pastor.

4.6 Board Self-Review: At the end of every Board meeting, the Board will conduct a self-review, discussing the following questions:

- Have we honored God in the work we have done to promote the ministry of Messiah by showing love, care and concern to each other?
- Did we stick to Board business and stay out of staff business?
- Did we communicate effectively and openly with the Senior Pastor and with each other?
- Are we prepared to speak with one voice?

4.7 Board agenda structure: The Board shall establish a basic structure for its meeting to assist the Board and Senior Pastor in processing information in a way that allows them to maintain a policy-based orientation.

4.7.1 This Board agenda structure shall work in tandem with the policy review and planning calendar. Additional items may be added as needed.

4.7.2 Only members of the Board, The Senior Pastor and presenters shall be seated at the Board table.

4.7.3 Board meeting shall include time for education to increase the Board's competence for carrying out its responsibilities.

4.7.4 As desired, the Board may invite appropriate guests to Board meetings for informational, continued development or recognition purposes.

4.8 Typical agenda:

- Call to Order
- Devotional and Prayer Time
- Consent Agenda Approval (including previous Board Minutes and budget report)
- Board Work (review, editing or introduction of new policy)
- Board Growth Session (development)
- Senior Pastor's Report
- Discussion Items
- Board Self Review
- Closing Prayer

4.9 Duration: Meetings will start at 6:30 pm and end at 8:30 pm. Meetings will last a maximum of 2 hours unless extended by unanimous consent.

4.10 Annual Calendar: The items below should be discussed in the following months as indicated on the annual calendar.

[Key Items to include]

Church Chat (quarterly)

Voter Meetings

Senior Pastor Review

New Board member orientation

Policy review in 3 or 4 sections

Budget planning

Community trends

| Month | Key Tasks |
|-----------|---|
| July | New BOLM orientation, Senior member reivew, start of FY, |
| August | Retreat |
| September | |
| October | |
| November | |
| December | |
| January | |
| Feburary | |
| March | Start Nomination process |
| April | |
| May | Prepare for annual voters meeting |
| June | Annual Voters Meeting, Ministry report, Church budget, Board eletions |

4.11 Board Communication to Voters: The Board shall use a variety of means to communicate with the members of the church, including: newsletter, website, annual voters meeting, church chats, email blasts and social media.

4.12 Board Member Orientation: The Board will provide new Board members a binder that includes:

- Annual Ministry Plan
- Policy manual
- Articles of Incorporation and By-Laws
- Minutes from prior six months
- Current budget and most recent financial report
- Current Senior Pastor's report
- Current report of progress toward goals outlined in ministry plan
- Roster of Board members and phone numbers and email addresses
- Assignment of a current Board member to serve as mentor and for answering questions

4.13 Cost of Governance: The Board may approve expenses that allow it to govern more effectively. This may include but is not limited to: periodicals, books, consulting fees, and annual Board reward trip.