

Guiding Principles of the RLC Board

BOUNDARY PRINCIPLES

Statement from By-Laws: Directed to the Sr. Pastor, these guidelines consider the Mission Principles. They define what means the Pastor may not employ in his leadership of the congregation to accomplish its goals and objectives.

I. GENERAL BOUNDARIES

A. Ethical & Moral

The Senior Pastor shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, unethical, immoral or unbiblical.

B. Constitutional

The Sr. Pastor shall not knowingly cause or allow any practice, activity, decision, or organizational circumstance that may be judged inconsistent with Resurrection's Constitution, By-Laws, Articles of Incorporation, or the Board's Guiding Principles.

C. Reasonable Person Test

The Sr. Pastor shall not fail to apply the "Reasonable Person Test" to his interpretation of any relevant Mission and Boundary Principles, ie: Could a reasonable person have understood the relevant Guiding Principles in the way the Sr. Pastor understands it?

II. RELATIONAL BOUNDARIES

A. Relating to The Congregation and Others

1. Members, Prospective Members, and Friends

The Sr. Pastor shall not cause or be unresponsive to conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

2. The Congregation

The Sr. Pastor shall not fail to regularly communicate pertinent information about ministries, events, programs, and serving opportunities at or through Resurrection Lutheran Church.

B. Relating to Paid Ministry Staff & Support Personnel

With respect to the treatment of paid personnel, the Sr. Pastor may not cause or allow conditions that are unfair or undignified. Commencing: 2/2008

1. Personnel Policies

The Sr. Pastor shall not operate without concise personnel policies that clarify rules for all paid personnel, provide for the effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons. Personnel policies shall not:

- a. Deviate from local, state, or federal law or regulations in the ethical treatment of employees.
- b. Be in conflict with the effective operation of the day-to-day ministry of the congregation.
- c. Fail to establish an effective, written Conflict of Interest Policy for the staff.
- d. Impair the dignity, safety, and right to ethical job-related dissent of employees.

Commencing: 6/2008

2. Conflict Resolution

The Sr. Pastor shall not leave conflicts unresolved, but shall seek to resolve all conflicts in a timely Christian manner, being open to the views of all parties involved, so that the ministry and mission of Resurrection Lutheran Church are not adversely affected.

3. Grievance

The Sr. Pastor shall not prevent personnel from expressing a grievance to the Board when 1) internal procedures have been exhausted, and 2) the employee alleges that either the Board's Guiding Principles have been violated to his or her detriment, or that the Board's Guiding Principles do not adequately protect his or her human rights.

4. Notice

The Sr. Pastor shall not fail to acquaint personnel, or cause personnel to be acquainted with their rights according to these Guiding Principles. Commencing: 7/1/2008

5. Position Descriptions

The Sr. Pastor shall not allow positions to be undefined and shall not allow position descriptions to exist that may inaccurately describe the duties and responsibilities of a position. Commencing: 6/1/2008

6. Evaluations

The Sr. Pastor shall not fail to conduct, or cause to be conducted, annual evaluations, and to ensure the results are shared with the appropriate personnel and the Board. Commencing: 6/1/2009 (around budget time)

7. Assume Authority

The Sr. Pastor shall not assume authority that is delegated to some other entity or person without justification and proper communication with that person or entity.

8. Decision Making

The Sr. Pastor shall not fail to provide, or cause to be provided, reasoning for decisions, or the process used to make decisions, to any staff member, except to maintain the personal privacy of those being served or as required by law or the Guiding Principles.

C. Relating to Non-Paid Ministry Staff

1. Position Descriptions

The Sr. Pastor shall not allow positions to be undefined and shall not allow position descriptions to exist that may inaccurately describe the duties and responsibilities of a position. Commencing: 6/1/2008

2. Communication and Support

The Sr. Pastor shall not fail to provide support through feedback, reinforcement, encouragement and direction as needed.

D. Relating to All Ministry Staff

1. The Sr. Pastor shall not fail to meet regularly with each Ministry Staff person to provide support and leadership for ministry management.

2. The Sr. Pastor shall not allow Ministry Staff to begin a new fiscal year without previewing and updating the operational plan for each ministry.

3. The Sr. Pastor shall not fail to meet regularly with the Ministry Staff as a group to coordinate the details of management and enable the Ministry Staff to function as the center for ministry coordination.

E. Relating to Auxiliary Organizations

1. Operational Policies

The Sr. Pastor shall not fail to support the establishment of operational policies for the Auxiliary Organization of the church, ie: the Preschool Board and the LWML of Resurrection Lutheran Church.
Commencing: 6/1/2009.

F. Relating to the Board

1. General Principles

- a. The Sr. Pastor shall not fail to present to the Board for approval, a written plan for the performance of his duties in the event of his temporary unavailability to serve the congregation, or during the call process for filling the Sr. Pastor vacancy. Commencing: 9/1/2008
- b. The Sr. Pastor shall not fail to assist the Board with the development and completion of guidelines for conducting the process for the calling of a candidate to fill the position of Sr. Pastor. Commencing: 9/1/2008
- c. The Sr. Pastor shall not allow the congregation to operate without a detailed written Crisis Management Plan. Commencing: 9/1/2008

2. Communication and Support to the Board

- a. The Sr. Pastor shall not permit the Board to be uninformed or unsupported in its work by failing to report at least quarterly on all major areas of congregational ministry.
- b. The Sr. Pastor shall not fail to promptly advise the Board or allow the Board to be unaware of:
 - 1. Relevant trends and developments within and outside of the congregation, including, but not limited to, spiritual, social & political matters.
 - 2. Anticipated adverse media coverage and/or negative occurrences within the Congregation.
 - 3. Hiring, promotion, reassignment, demotion of staff.
 - 4. Claims or lawsuits against the Congregation.
 - 5. Death, disability, or serious illness of staff.
 - 6. Major ministry programs, or programs with high public visibility.
 - 7. Changes in the assumptions on which any Board's Guiding Principles have been established.
 - 8. Crises affecting the work, health, or safety of staff.
 - 9. Any other facts or developments that reasonably should be brought to the attention of the Board.
- c. The Sr. Pastor shall not fail to receive prior approval from the Board before dismissal of non-called staff, in accordance with Article 2, Section 5 of the By-Laws.

III. MINISTRY BOUNDARIES

- A. The Sr. Pastor shall not operate without concise ministry policies that clarify the purpose and objectives of each ministry. Commencing: 2/1/2009
- B. The Sr. Pastor shall not allow any communications to the community or congregation that do not reflect the ministry and mission of Resurrection Lutheran Church.
- C. The Sr. Pastor shall not permit any group to use Resurrection Lutheran Church's facilities whose activities might conflict with the Mission, Vision, and faith of Resurrection Lutheran Church without securing the approval of The Board.
- D. The Sr. Pastor shall not allow ministry programs or other services that have a neutral or negative effect on the ministry goals of the congregation.
- E. The Sr. Pastor shall not allow ministry programs and other services that do not contribute to the achievements of the congregation's Visions and Goals.

IV. MINISTRY RESOURCE BOUNDARIES

- A.** The Sr. Pastor shall not begin or continue ministries that are not resourced adequately.
- B.** The Sr. Pastor shall not make, or cause to be made, ministry assignments or positions without providing adequate resources.

V. PLANNING BOUNDARIES

A. Long-Range Planning

- 1. The Sr. Pastor shall not fail to conduct a study and present to the Board an annual long-range plan that considers the Visions and Goals of the congregation. Commencing: 6/1/2009
- 2. The Sr. Pastor shall not develop a long-range plan that fails to consider and identify the changes in the climate and conditions that affect the congregation.

VI. FINANCIAL BOUNDARIES

A. General Planning & Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Mission Principles, risk financial jeopardy, fail to be derived from a multi-year plan, or operate outside generally-accepted principles of accounting procedure. Commencing: 6/1/2009

B. Unbudgeted Projects

The Sr. Pastor shall not allow an unbudgeted project to be considered by the Board without accompanying plans for project management and project funding.

1. Plan Development

The Sr. Pastor shall not cause or allow an annual financial plan that develops after the beginning of the fiscal year.

2. Financial Conditions

The Sr. Pastor shall not cause or allow an annual financial plan that is built on unsound financial conditions. Financial conditions are defined as projected contributions/earnings, operating costs, other income/expense, and transfers from investment income.

3. Sufficient Information

The Sr. Pastor shall not present a budget accompanied by too little information to enable credible projection of: revenues & expenses; separation of capital & operational items; relation of expenditures to Mission Principles; & disclosure of multi-year planning assumptions.

4. Expenditures within Projected Funds

The Sr. Pastor shall not allow budgeting that plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, unless special circumstances are adequately described including a realistic plan to make up the deficit within the following fiscal year.

5. Asset & Cash Margins

The Sr. Pastor shall not allow budgeting that at any time allows cash to drop below a safety reserve of less than two month's expenses. Commencing: Undetermined. Date to be determined by 6/1/2009

6. Plan Review & Adjustment

The Sr. Pastor shall not allow a financial plan that continues without review & appropriate adjustments whenever income or expenses change negatively by ten percent (10%) or more on a pro-rated basis for a two month time period.

7. Board Training

The Sr. Pastor shall not allow budgeting that does not consider Board training.

C. Financial Condition & Activities

With respect to actual, on-going financial conditions & activities, the Sr. Pastor shall not allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in the Mission Principles.

1. Expenditures

The Sr. Pastor shall not expend more funds than have been received in the fiscal year to date unless the following debt guideline (BP1.3.2) is met.

2. Indebtedness

The Sr. Pastor shall not incur indebtedness on behalf of the Congregation.

3. Debt Repayment

The Sr. Pastor shall not incur debt in an amount greater than can be repaid by reasonably-projected otherwise unencumbered revenues within ninety days, unless such debt is projected in the annual budget and will be cleared by the end of the fiscal year.

4. Long-Term Reserves

The Sr. Pastor shall not use any long-term reserves.

5. Inter-Fund Shifting

The Sr. Pastor shall not conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by reasonably-projected, otherwise unencumbered revenue within ninety days.

Commencing: Undetermined. Date to be determined by 6/1/2009.

6. Payroll & Debt Settlement

The Sr. Pastor shall not fail to settle payroll & debts in a timely manner.

7. Government Payments & Filings

The Sr. Pastor shall not allow tax payments, if any, or other government-ordered payments or filings to be overdue or inaccurately filed.

8. Purchase Cap

The Sr. Pastor shall not make a single purchase of greater than 5% of the annual budget, aside from staff and non-discretionary expenses unless such purchase is part of the approved fiscal budget.

9. Real Property

The Sr. Pastor shall not acquire, encumber or dispose of real property on behalf of the congregation.

10. Reporting

The Sr. Pastor, in reporting financial activities and position, shall not allow deviation from generally accepted accounting principles.

D. Asset Protection

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

1. Insurance

The Sr. Pastor shall not fail to insure against theft & casualty losses to at least 80 percent of replacement value & against liability losses to board members, staff, & the church itself in an amount greater than the average for comparable organizations.

2. Authorized Access to Funds

a. The Sr. Pastor shall not allow unauthorized persons to have access to material amounts of funds (through handling of offerings, check-writing, check-signing, etc). Commencing: 6/1/2008.

b. The Sr. Pastor shall not allow the church to operate without a policy and enforcement plan to protect

the church from unauthorized persons having access to material amounts of funds.

Commencing: _____

3. Facilities & Equipment

The Sr. Pastor shall not allow facilities and equipment to be subjected to improper wear and tear or insufficient maintenance.

4. Liability

The Sr. Pastor shall not unnecessarily expose the organization, its Board or its Staff to claims of liability.

5. Purchases

The Sr. Pastor shall not make any purchase 1) wherein normally prudent protections have not been given against conflict of interest; 2) of over \$1,000 without having to obtain comparative prices and quality; and 3) of over \$5,000 without a stringent method of assuring the balance of long-term quality and cost.

6. Information Protection

The Sr. Pastor shall not fail to protect intellectual property, information, and files from loss or significant damage.

7. Auditor

The Sr. Pastor shall not receive, process or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards. Commencing: 7/1/2008

8. Secure Instruments

The Sr. Pastor shall not invest or hold operating capital in insecure instruments, including uninsured checking accounts (excluding LCEF) and bonds of less than AA ratings, or in non-interest bearing accounts except when necessary to facilitate ease in operational transactions.

9. Public Reputation

The Sr. Pastor shall not endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of its mission.

10. Borrowing From Funds

The Sr. Pastor shall not borrow from any planned or designated offerings without prior approval from the Board. Commencing: Undetermined. Date to be determined by 6/1/2009

11. Use of Designated Offerings

The Sr. Pastor shall not allow the use of any planned or designated offerings and receipts that deviates from the giver's intended purpose.

E. Compensation & Benefits

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

1. Sr. Pastor Compensation

The Sr. Pastor shall not change his own compensation & benefits.

2. Promise of Employment

The Sr. Pastor shall not promise or imply permanent or guaranteed employment for church employees.

3. Market Value

The Sr. Pastor shall not establish current compensation & benefits without considering the geographic or professional market for the skills employed.

4. Term of Compensation

The Sr. Pastor shall not create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.

5. Fairness of Benefits

The Sr. Pastor shall not establish or change health or pension benefits so as to cause unpredictable or inequitable situations.

6. Salary Increases

The Sr. Pastor shall not allow salary increases to be based on anything other than merit, as justified in the performance review, and or cost of living adjustment.

F. Gifts and Bequests Boundaries

1. Plans For Gifts & Bequests

The Sr. Pastor shall not fail to develop a plan to promote and receive gifts and bequests.

Commending: 2/1/2009

2. Use For Gifts & Bequests

The Sr. Pastor shall not permit the congregation to accept gifts and bequests with a special use that is contrary to the congregation's Values and Guiding Principles, and that have a neutral or negative effect on the Visions and Goals of the congregation.