
Council Policy Manual

September 22, 2010

The following Sections and Policies were derived in consultation with Dr. Lynn Walker of Boundary Management (sm) and are based on examples provided by other organizations using Policy Governance®, many of which have used “Boards that Make a Difference” (John Carver) and “Reinventing Your Board” (John Carver and Miriam Mayhew Carver) as foundation sources for their work.

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1 Ends Policies

These policies define the desired outcomes.

1.1 Our Ends

1.1.1 TLLC grows in faith

The Triumphant Love community grows in faith, embodies Christ, and enriches the lives of others.

1.1.2 TLLC is a Christ-centered family

Triumphant Love is a Christ-centered family where people find acceptance, support, and connected relationships.

1.1.3 TLLC is relevant

Triumphant Love Lutheran Church is dynamic, vital, and relevant to our community.

1.1.4 TLLC values children

Children want to be at Triumphant Love.

1.2 Our Mission

To spread the triumphant love of Jesus Christ to all we touch, we, as members of the Body of Christ, must worship together, study together, rejoice and celebrate together, labor and suffer together, delight in each other, make the condition of others our own, and always have before us Christ's Great Commission to reach out to all people.

1.2.1 Worship together

Our preaching and music are sources of inspiration and effectively communicate the triumphant love of Jesus Christ.

1.2.2 Study together

People of all ages read, learn, and discuss the Word to enlighten our lives and to grow our faith.

Rejoice and celebrate together. TLLC is a place where we rejoice in the grace of God. Shared experiences, dialogue, and fellowship celebrate each person in our community of faith.

1.2.3 Labor and suffer together

The Holy Trinity guides us, heals us, and frees us to share our lives through laughter and tears. We support each other and work together for the good of our congregation and our community.

1.2.4 Delight in each other

We are inclusive, respectful, tolerant, and relationship-driven. We welcome all to come and grow the TLLC circle and to enrich us all as they add their unique gifts.

1.2.5 Make the condition of others our own

We worship, study, and pray so that we are prepared to meet the physical, social, and spiritual needs of others.

1.2.6 Always have before us Christ's Great Commission to reach out to all people

We evangelize Christ's message to those we touch. We embody Christian compassion and support through benevolence and volunteer participation in local service, global outreach, advocacy, and ministry.

1.3 Our Vision

To be a family in Christ

1.4 Our Christ-centered values

1.4.1 Community

We are inclusive, respectful and relationship-driven.

1.4.2 Servanthood

We are thankful, generous, compassionate servants of the gospel.

1.5 Our Priorities

The long-range plan highlights three priorities as we approach 2015:

To engage every person in carrying out our mission statement.

To be responsible stewards of our finances, building, and resources.

To build staffing, volunteer, and leadership plans.

2 Council Self-Management Policies

These policies define the way that the Council shall manage itself.

2.1 Governing Style

The Council shall govern with an emphasis on:

Our mission statement

Outward vision rather than internal preoccupation

Encouragement of diversity in viewpoints

Strategic leadership rather than administrative detail

Clear distinction between the roles of the Council, the Senior Pastor, and the Executive Director

Collective rather than individual decisions

Future rather than past or present

Proactivity rather than reactivity

2.1.1 Membership

The membership of the Council shall be as described in the Constitution. The Senior Pastor is a member. The Executive Director is not.

2.1.2 Scope of Activities

All activities of the Council, its officers, committee(s) or members shall relate to the specific responsibilities of the Council as formally adopted at Council meetings.

2.1.3 Group Action

The Council shall exercise its governing authority as a whole. No individual Council member shall exercise such authority except as instructed by the Council.

2.1.4 Policy Development

The policies governing Council actions shall be active and dynamic. They are meant to be changed and refined regularly, based on the intent of each section, the values of the Council, and the changing context within which the congregation functions. While others may participate in clarifying and defining governance policies, only the Council shall set policies.

2.1.5 Policy Review and Revisions

Any Council member or the Executive Director shall be permitted to request that the President place on the Council's agenda a review of or a change of specific policies. However, the responsibility for effective and appropriate policies shall rest with the Council alone. Any policy shall be revised only by the full Council.

2.1.6 Monitoring

The Council shall establish effective and regular ways of monitoring compliance with the Limitation Policies, and of determining monitoring for Ends Policies.

2.1.6.1 The Council shall be responsible for an annual review of the pastoral staff.

2.1.6.2 The Council shall be responsible for an annual review of the Executive Director.

2.2 Council Job Description

The job of the Council is to represent the Congregation of Triumphant Love Lutheran Church. As the representative of the Congregation, the Council shall determine and require appropriate organizational performance throughout Triumphant Love Lutheran Church. To distinguish its own unique job from the tasks of staff, the Council shall concentrate on the following job “products,” or outputs:

2.2.1 The link between the congregation and its “moral owners” (those who are most concerned about it)

2.2.2 Written governing policies which, at the broadest level, address:

2.2.2.1 Ends Policies: Organizational benefits, recipients of those benefits, and the relative worth of those benefits (Section 1.0).

2.2.2.2 Council Self-Management Policies: Specification of how the Council conceptualizes, carries out, and monitors its own tasks (Section 2.0).

2.2.2.3 Council, Pastoral, and Executive Relationship Policies: How power and responsibility shall be delegated and its proper use monitored; the Executive Director’s role, authority, and accountability; and the Senior Pastor’s role, authority, and accountability (Section 3.0)

2.2.2.4 Executive Director Limitation Policies: Constraints on the Executive Director’s authority which establish the prudential and ethical boundaries within the Executive Director shall decide and act (Section 4.0).

2.2.3 The assurance of Executive Director performance

2.3 Council Member’s Code of Conduct

Council members have a responsibility to each other, the congregation, and to the called and lay staff of Triumphant Love Lutheran Church.

2.3.1 They shall devote themselves to prayerfully seeking God’s will for Triumphant Love Lutheran Church.

- 2.3.2** They shall attend Council meetings regularly, shall inform the President in advance of any meetings which they are unable to attend, and shall make every effort to participate electronically in meetings which they are unable to attend.
- 2.3.3** They shall serve on Council committees as requested by the President.
- 2.3.4** They shall be prepared for the Council meetings.
- 2.3.5** They shall become familiar with this *Policy Manual* and the Constitution and Bylaws of Triumphant Love Lutheran Church.
- 2.3.6** They shall make informed decisions by insisting on complete and accurate information, and shall then support all decisions once they have been fully discussed and resolved by the Council.
- 2.3.7** They shall show respect for others and their opinions and respect the right of others to disagree. Diversity of opinion is to be encouraged.
- 2.3.8** They shall take no action or present any conflicting message to the staff or congregation that would undermine the successful implementation of a Council decision. Those in disagreement with a decision should work to change policy, instead.
- 2.3.9** They shall actively discipline themselves and other members of the Council by identifying Council actions and conditions that run counter to these policies.
- 2.3.10** They shall bring to the President's immediate attention any condition or action that they believe exceeds an Executive Limitation Policy or is in non-compliance with the Constitution or Bylaws.

2.4 Council Governing Processes

2.4.1 Annual Council Planning Cycle

To accomplish its job outputs with a governance style consistent with Council policies, the Council shall follow an annual planning cycle that completes a re-exploration of End Policies and continually improves its performance through attention to Council education and to broad-based input and deliberation.

2.4.1.1 The annual planning cycle shall start with the Council's development of its agenda for that year, and shall cover that year.

2.4.1.1.1 During the first quarter of that year, the Council shall determine and arrange its consultations with selected groups in the congregation or other methods of gaining congregational input. During the balance of that year, the Council shall carry out those consultations or other methods.

2.4.1.1.2 During the first quarter of that year, the Council shall arrange its education related to Governance and End determination. During the balance of that year, the Council shall carry out that education.

2.4.1.2 Throughout the year, the Council shall attend to items on the consent agenda as expeditiously as possible.

2.4.1.3 Annual Policy Review Calendar

The Council shall establish an annual policy review calendar to coordinate the review of every policy at least once a year.

2.4.2 Council Self-Appraisal

In order to discipline itself and its efforts, the Council shall conduct an annual self-appraisal. The Council shall commit part of one meeting to discuss the following areas and identify areas and actions for improvement. The self-appraisal shall focus on the following:

2.4.2.1 The Council's performance in identifying and achieving the Congregation's desired ends.

2.4.2.2 The Council's openness and communication among its members.

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

2.4.2.4 The Council's adherence to policy and to its Policy-Based Leadership.

2.4.2.5 The Council's communication with the Executive Director.

2.4.2.6 The Council's communication with the Congregation, including communication through the Executive Director.

2.4.3 Council Agenda Structure

The Council shall intentionally establish a basic agenda structure for its meetings. The structure's purpose is to assist the Council and Executive Director in processing information in order to maintain a policy based orientation. Additional items can be added as needed, but the basic elements shall be maintained. This Council agenda

structure shall work in concert with the annual plan, policy review and monitoring calendar. The Council agenda structure shall consist of four sections:

2.4.3.1 Management Reports

Review of organizational actions taken during the previous quarter. The purpose is to inform the Council about where the organization stands. This is not a time to make decisions; it is a time to ask questions and be informed.

2.4.3.2 Policy Review/Governance Issues

2.4.3.3 Monitoring (if necessary)

2.4.3.4 Informational Items

2.4.4 Council Consent Agenda

When Council approval is required by a higher governing policy such as Constitution, Bylaws or law, but is not required specifically by the Council:

The Executive Director shall bring a recommended action to the Council.

The Council shall review the appropriate Executive Director Limitation Policies for their adequacy as a test for ethics, prudence, and compliance with other governing documents or laws.

The Council shall approve any action that falls within the Executive Director Limitation Policies.

2.4.5 Types of Council Sessions

The Council shall be permitted to have three types of sessions:

2.4.5.1 Open Sessions

Open sessions shall allow Council members, the Executive Director, and non-Council members to be in attendance.

2.4.5.2 Closed Sessions

Closed sessions shall allow only Council members, the Executive Director, and those invited to be in attendance. Except for actions taken, there shall be no reporting about these sessions.

2.4.5.3 Executive Sessions

Executive sessions shall allow only Council members and those invited to be in attendance. They shall serve for Council discussion only. No actions shall be taken during these sessions, and they shall not be reported.

2.4.6 Officers of the Council

2.4.6.1 Officers of the Council shall be a President and President-Elect, as specified in the Constitution.

- 2.4.6.2 The officers of the Council shall not assume any part of the management of the Congregation. They shall focus on coordinating and helping the Council do its work.**

2.4.7 Responsibilities of the President

In addition to the responsibilities described in the Bylaws, the President shall have the following responsibilities:

- 2.4.7.1 To establish the agenda for Council meetings in compliance with the annual policy calendar established by the Council, and in cooperation with the Executive Director.**
- 2.4.7.2 To discuss and review corrective actions with individual Council members when they violate their responsibilities. When resolution cannot be obtained with an individual Council member, the President shall in closed session of the Council conduct a review of the policy, and shall recommend any necessary corrective actions.**
- 2.4.7.3 To notify members of the Council if a Limitation Policy is believed to have been violated, and to initiate appropriate action.**
- 2.4.7.4 To act in all areas of Council management left unstated within these policies. The President is permitted to act in any of these areas without having first to gain Council approval.**

2.4.8 Responsibilities of the President-Elect

In addition to the responsibilities described in the Bylaws, the President-Elect shall have the following responsibilities:

- 2.4.8.1 To preside, in the absence of the President, at meetings of the Council.**
- 2.4.8.2 To discuss and review corrective actions with the President if the President violates Council member or Presidential policies or responsibilities.**

2.4.9 Council Committees

The Council may from time to time use committees, but always consistent with the following principles:

- 2.4.9.1 Council Committee responsibilities shall flow directly from the Council'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 Executive Director.**
- 2.4.9.2 Council Committees shall not do work that has been delegated to the Executive Director.**
- 2.4.9.3 Council Committees shall have no executive or decision-making authority except when empowered by the Council.**

2.4.9.4 Council Committees shall not manage any part of Triumphant Love Lutheran Church.

2.4.10 Council Responsibilities for Audit Oversight

The Congregation has authorized in the Bylaws a Financial Compliance Review Committee to annually audit the finances of the church. The Council, and not the Executive Director, is ultimately responsible for ensuring that this function is performed as intended. Accordingly, the Council shall be responsible, directly or indirectly, for the following audit oversight:

2.4.10.1 Approve the membership of the Financial Compliance Review Committee, which shall be independent of the Executive Director, Treasurer, and Financial Secretary.

2.4.10.2 Review the report of the Financial Compliance Review Committee.

2.4.10.3 Ensure that the finances are in order.

2.4.10.4 Ensure that any necessary corrective actions are taken.

2.4.11 Council Responsibilities for Review of the Senior Pastor

The Council shall set up the oversight structure necessary to carry out the tasks outlined in Section 3.5, "Monitoring the Job Performance of the Senior Pastor."

2.4.11.1 This pastoral oversight structure shall be responsible for an annual review of the job performance of the Senior Pastor. This annual review shall include a determination of compensation and benefits.

2.4.11.2 This pastoral oversight structure shall not include the Senior Pastor.

2.4.11.3 This pastoral oversight structure may assist the Senior Pastor in reviewing the Associate Pastor(s).

2.4.11.4 This pastoral oversight structure may solicit input from a variety of sources of its own choosing.

2.4.12 Council Responsibilities for Review of the Executive Director

The Council shall set up the oversight structure necessary to carry out the tasks outlined in Section 3.6, "Monitoring the Job Performance of the Executive Director."

2.4.12.1 Using that oversight structure, the Council shall be responsible for an annual review of the job performance of the Executive Director. This annual review shall include a determination of compensation and benefits.

2.4.12.2 Using that oversight structure, the Council may solicit input from a variety of sources of its own choosing.

2.4.13 Council Responsibilities for Nomination

The structure and responsibilities of the Nominating Committee are described in the Bylaws.

2.4.14 Council Responsibilities for Communication

The Council shall regularly communicate the Agendas and Minutes of its meetings to the Congregation, either directly or through the Executive Director.

2.4.15 Council Responsibilities with respect to Conflict of Interest

In order to develop an unbiased view and reach objective decisions, Council members have an obligation to identify all conflicts of interest and have the Council resolve unacceptable conflicts of interests. Therefore,

2.4.15.1 Council members shall disclose to the President any potential conflict of interest. This disclosure shall include board membership on, a substantial financial interest in, or employment of the Council member or a relative of the Council member by, any organization doing business with Triumphant Love Lutheran Church.

2.4.15.2 Council members shall not accept any gifts or favors of a substantial nature from any organization doing or seeking business with Triumphant Love Lutheran Church.

2.4.15.3 Council members shall not enter into activities or share information acquired in the course of service to Triumphant Love Lutheran Church, which may be detrimental to Triumphant Love Lutheran Church.

2.4.15.4 The President shall determine whether an unacceptable conflict of interest exists and arrange with the member to cease any inappropriate activity.

2.4.15.5 Unsettled matters shall be reported to the Council for appropriate action.

2.5 Cost of Council Governance

2.5.1 Council Budget

At the Council Meeting prior to the Executive Director setting the annual budget, the Council shall provide an annual budget for its own activities.

3 Council, Pastoral, and Executive Relationship Policies

The Council's official connection to the operational organization, its achievements, and conduct shall be through the Executive Director. The Senior Pastor shall remain the spiritual leader of the Congregation.

3.1 Unity of Control

Only decisions of the Council acting as a body shall be binding on the Executive Director. Accordingly,

- 3.1.1 Decisions or instructions of individual Council members, officers, or committees shall not be binding on the Executive Director except in rare instances when the Council has specifically authorized such exercise of authority.**
- 3.1.2 If Council members or committees request information or assistance without Council authorization, the Executive Director shall be permitted to refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds, or are disruptive.**

3.2 Accountability of the Senior Pastor

Being called by the Congregation, the pastors of Triumphant Love Lutheran Church shall have the rights and obligations set forth in their letters of call and in the Constitution and Bylaws. These governing policies shall not alter those rights and obligations.

- 3.2.1 The Senior Pastor shall be accountable to the Council alone, and not to the Executive Director.**
- 3.2.2 Associate Pastors shall be accountable to the Council through the Senior Pastor alone, and not through the Executive Director.**

3.3 Accountability of the Executive Director

The Executive Director shall be the Council's only link to operational achievement and conduct. All authority and accountability of lay staff, as far as the Council is concerned, shall be considered the authority and accountability of the Executive Director alone.

- 3.3.1 The Council shall not give instructions to persons who report directly to the Executive Director.**
- 3.3.2 The Council shall not evaluate, formally or informally, any lay staff other than the Executive Director.**

- 3.3.3 The Council shall view Executive Director Performance as identical to organizational performance, so that organizational accomplishment of Council-stated Ends and avoidance of Council-proscribed means shall be viewed as successful Executive Director performance.**

3.4 Delegation to the Executive Director

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

Accordingly,

- 3.4.1 The Council shall develop policies instructing the Executive Director to achieve certain results, for certain recipients, at a specified cost. These policies shall be developed systematically from the broadest, most general level to more defined levels, and shall be called End Policies.**
- 3.4.2 The Council shall develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies shall be developed systematically from the broadest, most general level to more defined levels, and they shall be called Executive Limitations.**
- 3.4.3 As long as the Executive Director uses any reasonable interpretation of the Council's Ends and Executive Limitations Policies, the Executive Director shall be authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.**
- 3.4.4 The Council shall be permitted to change its Ends and Executive Limitations policies, thereby shifting the boundary between Council and Executive domains. By doing so, the Council changes the latitude of choice given to the Executive Director. As long as any particular delegation is in place, however, the Council shall respect and support the Executive Director's choices.**

3.5 Monitoring the Job Performance of the Senior Pastor

The Council shall systematically and rigorously monitor the job performance the Senior Pastor, solely against the obligations specified in the letter of call and the church Constitution and Bylaws.

3.6 Monitoring the Job Performance of the Executive Director

The Council shall systematically and rigorously monitor the job performance of the Executive Director, solely against organizational accomplishment of Council policies on Ends, and organizational operation within the boundaries established in Council policies on Executive Director Limitations.

Accordingly,

- 3.6.1 The Council shall monitor only to determine the degree to which Council policies are being met. Data that do not do this shall not be considered to be monitoring data.**
- 3.6.2 The Council shall acquire monitoring data by one or more of three methods: (a) by internal report, in which the Executive Director discloses compliance information to the Council; (b) by external report, in which an external, disinterested third party selected by the Council assesses compliance with Council policies; and (c) by direct Council inspection, in which a designated member or members of the Council assess compliance with the appropriate policy criteria.**
- 3.6.3 In each case, the standard for compliance shall be any reasonable interpretation, by the Executive Director, of the Council policy being monitored.**
- 3.6.4 All policies that instruct the Executive Director shall be monitored at a frequency and by a method chosen by the Council. The Council can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule. The schedule and responsible party shall be listed with each Executive Director Limitation policy in Section 4. These monitoring reports shall include the appropriate policy, a statement of compliance or non-compliance, and supporting evidence for the statement.**

4 Executive Director Limitation Policies

These are the constraints placed on the Executive Director's efforts to achieve the End Policies. The Mega-Limitation is further defined by the sections that follow it. These sections are not mutually exclusive, because they do not limit actions independently. Each section is further limited by all other sections.

All actions are acceptable unless restricted by these Limitation Policies.

4.1 Mega-Limitation:

The Executive Director of Triumphant Love Lutheran Church shall not act at any time in a manner that is unethical or imprudent, that is inconsistent with Triumphant Love Lutheran Church's governing documents, or that is in violation of any law.

4.2 Communication and Counsel to the Council

The Executive Director shall not permit the Council to lack information and counsel. Accordingly:

- 4.2.1 The Executive Director shall not neglect to submit financial information, organizational structure, and an updated operational strategic plan to the Council as needed.**
- 4.2.2 The Executive Director shall not neglect to submit monitoring data required by the Council in a timely, accurate, and understanding fashion, directly addressing provisions of the Council policies being monitored.**
- 4.2.3 The Executive Director shall not let the Council be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly including changes in the assumptions upon which any Council policy has previously been established.**
- 4.2.4 The Executive Director shall not fail to advise the Council if, in the Executive Director's opinion, the Council is not in compliance with its own policies on Governance Process and Council-Staff Relationship, particularly in the case of Council behavior which is detrimental to the work relationship between the Council and the Executive Director.**
- 4.2.5 The Executive Director shall not present information in unnecessarily complex or lengthy form or allow the information and advice to the Council to have significant gaps in timeliness, completeness, or accuracy.**

- 4.2.6 The Executive Director shall not fail to deal with the Council as a whole except when (a) fulfilling individual requests for information as fully charged by the Council, or (b) responding to officers or committees fully charged by the Council.**
- 4.2.7 The Executive Director shall not fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Council. If the limitation is immediately correctable, the Executive Director shall take immediate action within Executive Director Limitation Policies and report the results to the Council. If the result is not immediately correctable, the Executive Director shall share with the Council a plan for corrective action.**

Monitoring: Annually by the Council

4.3 Operational Strategic Planning

In setting the direction and action plans of Triumphant Love Lutheran Church:

- 4.3.1 The Executive Director shall not allow the organization to operate without an Operational Strategic Plan that is responsive to the Ends established by Council.**
- 4.3.2 The Executive Director shall not allow the organization to operate with an Operational Strategic Plan that has a time frame of less than three years.**
- 4.3.3 The Executive Director shall not allow the Operational Strategic Plan to be reviewed less often than once a year for continued adequacy.**
- 4.3.4 The Executive Director shall not allow an Operational Strategic Plan that is unresponsive to the changing climate and conditions that affect Triumphant Love Lutheran Church.**

Monitoring: Annually by the Executive Director

4.4 Financial Condition

The Executive Director shall operate Triumphant Love Lutheran Church in a sound and prudent fiscal manner, and shall not jeopardize its long-term financial strength:

- 4.4.1 The Executive Director shall not allow Triumphant Love Lutheran Church to operate without a plan for assuring that expenditures do not exceed the total annual projected income and other available funds.**
- 4.4.2 The Executive Director shall not allocate the financial resources for Triumphant Love Lutheran Church in a way that is counter or neutral to attaining the End Policies.**
- 4.4.3 The Executive Director shall not invest funds or securities in a manner that compromises a high level of security and return, or sufficient liquidity to make funds available as needed for program or administrative purposes.**
- 4.4.4 The Executive Director shall not borrow money without being able to identify the sources and schedule for repaying the loans.**
- 4.4.5 The Executive Director shall not allow deviations from generally accepted accounting principles.**

Monitoring: Monthly by the Executive Director

4.5 Financial Planning

In planning fiscal events (budgeting for all or any remaining part of a fiscal period), the Executive Director shall not jeopardize either the programmatic or the fiscal integrity of Triumphant Love Lutheran Church.

- 4.5.1 The Executive Director shall not submit an annual budget that:**
 - 4.5.1.1 Contains too little detail to reasonably project operating income and expenses.**
 - 4.5.1.2 Does not separate capital and operational items.**
 - 4.5.1.3 Does not provide for positive cash flow.**
- 4.5.2 The Executive Director shall not submit an annual budget without identifying the assumptions used in the following areas:**
 - 4.5.2.1 Personnel**
 - 4.5.2.2 Mortgage / Long-Term Debt.**
 - 4.5.2.3 Return on Investments**
 - 4.5.2.4 Pledges and Contributions**

4.5.3 The Executive Director shall not submit an annual budget that exceeds the financial condition policies.

Monitoring: Annually by the Executive Director

4.6 Funding

In soliciting or obtaining resources:

4.6.1 The Executive Director shall not accept donations which would compromise the values of Triumphant Love Lutheran Church.

4.6.2 The Executive Director shall not accept donations in cash or in kind where there is a difference between the applicable donor intent and that of Triumphant Love Lutheran Church.

4.6.3 The Executive Director shall not operate the organization without developing a funding strategy at least once a year.

Monitoring: Annually by the Executive Director

4.7 Facilities and Property

In order to effectively utilize and maintain Triumphant Love Lutheran Church's facilities and property:

4.7.1 The Executive Director shall not allow Triumphant Love Lutheran Church to operate without a regular assessment of needed maintenance to the facilities and property, and any required insurance.

4.7.2 The Executive Director shall not allow Triumphant Love Lutheran Church to operate without addressing critical maintenance needs in a timely basis.

4.7.3 The Executive Director shall not allow Triumphant Love Lutheran Church to operate without a regular assessment of needed technology updates or additions.

4.7.4 The Executive Director shall not begin capital projects without a realistic operational and funding plan.

Monitoring: Annually by the Executive Director

4.8 Treatment of Parishioners

In relating to parishioners:

- 4.8.1 The Executive Director shall not allow parishioners to be treated in an unfair or unethical way.**
- 4.8.2 The Executive Director shall not allow parishioners to be uninformed of their rights and responsibilities.**
- 4.8.3 The Executive Director shall not fail to ensure parishioners' privacy.**
- 4.8.4 The Executive Director shall not fail to provide for a complaint and grievance procedure.**

Monitoring: Annually by the Executive Director

4.9 Treatment of Employees

In relating to employees, the Executive shall not cause or allow conditions which are inhumane, unfair, or undignified. Accordingly:

- 4.9.1 The Executive Director shall not deviate from local, state or federal law or regulations in the fair and equitable treatment of employees.**
- 4.9.2 The Executive Director shall not fail to set human resource policies and shall not allow employees to be unaware of said policies.**
- 4.9.3 The Executive Director shall not allow employees to be uninformed of their responsibilities and duties.**
- 4.9.4 The Executive Director shall not allow the organization to function without a way for employee complaints and grievances to receive a fair internal hearing.**
- 4.9.5 The Executive Director shall not fail to implement Conflict of Interest procedures with employees.**

Monitoring: Annually by the Executive Director

4.10 Contingency Plan for Executive Director Vacancy

The Executive Director shall not allow Triumphant Love Lutheran Church to function without a contingency plan in the case that the Executive Director can no longer serve, and shall not fail to share that plan with the President and the President-elect.

Monitoring: Annually by the Executive Director

4.11 Conflict of Interest for the Executive Director

The Executive Director has an obligation to identify all conflicts of interest and resolve any that are unacceptable. Therefore:

- 4.11.1 The Executive Director shall not allow the Council to be uninformed of all potential conflicts of interests. This disclosure shall include membership on a board of, a substantial financial interest in, or employment of the Executive Director or a relative of the Executive Director by, any organization doing business with Triumphant Love Lutheran Church.**
- 4.11.2 The Executive Director shall not accept any gifts or favors of a substantial nature from any organization doing or seeking business with Triumphant Love Lutheran Church.**
- 4.11.3 The Executive Director shall not enter into activities or share information acquired in the course of service to Triumphant Love Lutheran Church, which may be detrimental to Triumphant Love Lutheran Church.**
- 4.11.4 The Executive Director shall not fail to have a plan to resolve all unacceptable conflicts of interests.**

Monitoring: Annually by the Executive Director