

Policy Manual

Our Savior Lutheran Ministries (OSLM)

Livermore, California

(Current as of 08/23/2021)

FOREWORD:

This Policy Manual is issued by the Board of Directors under the authority of OSLM through its Bylaws (Article IV.B.3). The Board of Directors, as servant leaders, has adopted the policies within this manual to identify what should be done or not done in order to achieve our Desired Outcomes. This Policy Manual does not develop procedures that suggest how things should be accomplished. This Policy Manual is based on the premise that there are two primary and separate functions in any congregation: *governance* (ends) and *operations* (means):

<u>GOVERNANCE</u>	<u>OPERATIONS</u>
Articulating values, mission, vision and goals of the congregation	Running day-to-day ministry
Defining long-range priorities	Setting objectives and action plans
Delegating responsibility and authority	Designing immediate plans
Establishing governance policies	Acting within area of responsibility
Monitoring of goal achievement	Establishing and carrying out procedures

This Policy Manual documents written policies of four types:

- Policies with respect to Desired Outcomes - Affirmative statements setting forth the purposes, effects and acceptable costs of operations.
- Policies with respect to Board of Directors Self Governance - Statements setting forth the style and rules with respect to the Board of Directors' own task and processes.
- Policies with respect to Senior Pastor Limitations - Limiting statements that bind management or administration.
- Policies with respect to Board of Directors and Senior Pastor Partnership - Clarifying statements about delegation to and monitoring of management or administration.

In reviewing the Policy Manual, it should be noted that limiting statements in the **Senior Pastor Limitations** section (Section 3) are written in the negative - that is, they are statements of what should *not* be done, rather than what *should* be accomplished. If everything the Senior Pastor should do were defined, it would be a long list without latitude. Therefore, the parameters express what should not be done, as the Senior Pastor and his staff focus on accomplishing the established strategic direction of the ministry.

This Policy Manual is effective on the date of issue and is mandatory for use by all those serving in Ministry OSLM. All preceding Policy Manuals are considered null and void.

Members of the congregation and Ministry Staff are invited to propose changes to this Policy Manual to the Board of Directors Chair. The Board of Directors will consider the proposals as stated in paragraph 2.5.4.

1. Introduction / Desired Outcomes

1.1. Our Purpose:

- 1.1.1. Our purpose answers the question, “Why do we exist?”
- 1.1.2. Our purpose is: “Our Savior Lutheran Ministries exist to proclaim the Gospel of our Savior, Jesus Christ, as we be, make and grow disciples of Jesus.”

1.2. Our Mission:

- 1.2.1. Our mission answers the question, “What do we do?”
- 1.2.2. Our mission is: "Engage, Encourage, Equip, Launch."

1.3. Our Vision:

- 1.3.1. Our vision answers the question, “Where are we headed?”
- 1.3.2. Our Vision is: Our vision is to be a 21st Century Missional Outpost consisting of a church, preschool, and school that individually and in unity seek to:
 - 1.3.2.1. *Engage people with a great God:* We seek to engage both young and old with God, so that they might not only come to know Jesus as their Lord and Savior but also be transformed by His ongoing presence and work in their lives.
 - 1.3.2.2. *Encourage people within the context of a Christ-centered community:* We seek to foster and create significant Christ-centered relationships in which people are loved, cared for, nurtured, and encouraged every step of their journey. We celebrate together in the best of times and mourn with one another in the worst of times. As we do life together, we grow in love for God and for one another. We not only live in and by grace but practice grace with one another.
 - 1.3.2.3. *Equip people for lives of following Jesus:* We seek to learn together and from one another as we grow in Christ. As we journey together, we gain the knowledge, skills, and experiences necessary to follow Jesus in our everyday lives and also make a difference as we carry out our unique callings wherever we are and in whatever we are doing. As a follower of Jesus, we are equipped to abide in God’s Word, love others as Jesus has loved us, bear fruit as God works in us, and engage the big questions of the day with humility and Biblical faithfulness.
 - 1.3.2.4. *Launch people into lives of mission:* We recognize that a church, preschool, or school is not the destination. Instead, Our Savior is a launching pad that sends each and every person with whom we do ministry out into the world to be the hands and feet of Jesus through the lives they live, the message of the Gospel they share, and the love of Jesus that flows through them to the people they meet.

1.4. Ministry Goals:

- 1.4.1. The Ministry Goals: (1) are short-term goals that provide a measure of success in achieving the Vision of the Congregation; (2) provide guidance to the members

and to the staff in their development of ministry plans; and (3) answer the question, “What should we be doing?”

1.4.2. The current Ministry Goals are to:

- 1.4.2.1. Form a unified and dynamic team for ministry that transcends school/preschool/church/leadership/staff/volunteer lines with individual and organizational clarity.
- 1.4.2.2. Develop and implement an effective communication strategy that is leveraged internally and externally at every level of the organization.
- 1.4.2.3. Evaluate readiness and plan for growth within the ministry.
- 1.4.2.4. Form our distinct worship identity at Our Savior that embraces our heritage and positions us to do ministry in the Bay Area today that is characterized by excellence, relevance, Christ-centeredness, faithfulness to God’s Word, and is accessible to all.
- 1.4.2.5. Develop a local and global outreach strategy that is kingdom focused and is rooted in empowering and equipping every disciple of Jesus for their unique calling.
- 1.4.2.6. Create a unified and shared mission, vision, and values for Our Savior Lutheran Ministries.

1.5. **Desired Outcomes:** The term “Desired Outcomes” is used in the Bylaws to mean “affirmative statements setting forth the purposes, effects and acceptable costs of operations”. In this Policy Manual, it refers to the combination of the Core Values, Mission Statement, Vision Statement, and Ministry Goals.

2. Board of Directors Self-Governance

2.1. **Board of Directors Charter:** The purpose and the responsibilities of the Board of Directors (BOD) are stated in Article IX of the Constitution and in Article IV of the Bylaws, respectively. Members of the BOD are referred to in this Policy Manual as “Directors”.

2.2. **Primary:** No Director shall act in a manner that is unethical, immoral, imprudent, illegal or inconsistent with the Constitution, By-Laws and Policies of OSLM.

2.3. **Director Responsibilities:** Each Director shall:

- 2.3.1. Constantly be aware of his/her responsibility to the other Directors, to the Senior Pastor, and to all the members of OSLM, as he/she carries out his/her duties.
- 2.3.2. Regularly participate in worship and in the spiritual life of the Congregation, using his/her spiritual gifts to serve in other areas in addition to the BOD.
- 2.3.3. Undertake personal spiritual disciplines for the development of his/her faith life.
- 2.3.4. Seek to improve his/her Christian leadership skills through training.
- 2.3.5. Perform his/her duties as a Director with integrity, honesty and straightforwardness.

- 2.3.6. Make every reasonable effort to attend and actively participate in all BOD meetings. Should it be necessary to miss a meeting, the Director shall make contact with the Chair for dialog both before and after the meeting.
 - 2.3.7. Support all decisions once they have been fully discussed and resolved by the BOD.
 - 2.3.8. Keep BOD documents and discussions confidential, unless given permission by the BOD. This Policy Manual, approved minutes (excepting those of executive sessions), and periodic financial statements are an exception to this rule and do not require permission. However, any BOD discussion or information related to those documents remains confidential.
 - 2.3.9. Immediately bring to the Chair's attention any apparent violations of Policy (i.e., of this Policy Manual) by the BOD, by an individual Director, or by the Senior Pastor.
 - 2.3.10. Exercise his/her authority in the best interests of OSLM, disclosing all conflicts of interest and recusing himself/herself from any BOD action involving a potential conflict of interest.
- 2.4. **Directors Who Violate Policy:** The Chair shall counsel any Director who violates Policy. If that Director continues to violate Policy after such counseling, the BOD as a whole shall take appropriate corrective action; in extreme cases, this may include recommending to the Voters' Assembly that the Director be removed from the BOD in accordance with Article VIII of the Constitution. Any corrective action must be approved by a 2/3-majority vote of the entire BOD (i.e., including the offending Director). Should the Chair violate Policy, it shall be the responsibility of the Vice-Chair to initiate counsel.
- 2.5. **Governing Process:**
- 2.5.1. Scope of Activities: All activities of the BOD, its Directors, and its officers shall be for the purpose of carrying out the BOD's responsibilities in a God-pleasing way and as given in Article IV of the Bylaws. The BOD shall have access to whatever information it deems necessary to fulfill these responsibilities.
 - 2.5.2. Board of Directors Limitations: The BOD shall act on behalf of OSLM in all matters delegated to it by the Constitution and Bylaws or by specific action of the Voters' Assembly. However, according to the Bylaws (particularly paragraph IV.B.5), there are certain matters that are reserved for the Voters' Assembly. In addition, Article VIII of the Constitution implies that the BOD does not have the authority to extend any calls or contracts for employment at OSLM.
 - 2.5.3. Financial Review: The BOD shall not fail to have a financial review conducted at least every three years, or upon a change in Senior Pastor, Principal or Treasurer (see paragraph 2.5.4.2).
 - 2.5.4. Decisions Reserved for the Board of Directors:
 - 2.5.4.1. Only the BOD can approve the appointment of a particular person or firm as OSLM's legal counsel.

- 2.5.4.2. Only the BOD can approve the choice of a firm or individual(s) to perform a financial review, determine the scope of the review, and receive the report of the findings and recommendations once the review is complete.
- 2.5.5. Policy Manual: The BOD has the authority to make changes to this Policy Manual at any time, as long as those changes are consistent with the Constitution and Bylaws. Any change requires a majority vote of those Directors present and voting. The BOD shall not allow one-time exceptions to the Policy Manual; if an action is acceptable under certain conditions, then those conditions should be spelled out in the Policy Manual.
- 2.5.6. The BOD may carry out some of its work by appointing Directors to be liaisons with particular ministry areas (e.g. finance or Our Savior Lutheran School [OSLS]). The primary purpose of the liaisons is to facilitate communications with their respective ministry areas. The liaisons shall have no operational authority except as explicitly tasked by the BOD. This is in conjunction with Bylaw Art. IV.B.2.
- 2.6. Election of Directors:**
- 2.6.1. New Directors shall be nominated and elected (or appointed to fill vacancies) in accordance with Article III of the Bylaws.
- 2.6.2. The term of office for newly elected Directors begins on July 1 of the year they are elected. The term of office for Directors appointed to fill vacancies begins immediately after their appointment by the BOD and confirmation by the Voters' Assembly.
- 2.7. Officers of the Board of Directors:**
- 2.7.1. The officers of the BOD shall be the Chair, Vice-Chair, and Secretary, and these shall be officers of OSLM as well. The duties of these officers are given in Section II.E of the Bylaws.
- 2.7.2. The BOD shall elect its own officers at its first meeting after the election of Directors. The newly elected Directors shall attend this meeting, where they may vote in the election for officers and may be elected themselves; the outgoing Directors, however, may not vote for officers. Any individual elected to the position of Chair must have served as a Director for at least one full year immediately prior to the election (i.e., since the previous July 1) and shall not serve more than two consecutive years as Chair. A spouse of a paid staff member may not be elected as Chair.
- 2.8. Treasurer:**
- 2.8.1. The BOD shall ensure OSLM has an individual designated as the Treasurer of OSLM. The Treasurer shall provide monitoring of the financial affairs of the Congregation and support the Senior Pastor in the management of the annual budget. This person may be a paid staff member (full- or part-time), a volunteer, or a Director. The BOD may change this designation at any time.
- 2.8.2. The Treasurer has access to the BOD at all times and shall provide the BOD with accurate and timely information on the financial condition of OSLM.

- 2.8.3. The Treasurer shall ensure that the financial program of OSLM is in accordance with policies approved by the BOD and the Voters' Assembly. Unless otherwise directed by the BOD, the Treasurer shall ensure that the financial activities of OSLM are conducted in accordance with the most recent version of the Lutheran Church – Missouri Synod (LCMS) *Congregational Treasurer's Manual* and with all California state and federal laws applicable to non-profit corporations.
- 2.8.4. In carrying out these duties, the Treasurer, in consultation with the Senior Pastor, may delegate the actual work to staff members and/or volunteers to the extent necessary.

2.9. Executive Committee of the Board of Directors:

- 2.9.1. The Chair, Vice-Chair, and Secretary of the BOD, along with the Senior Pastor, shall constitute the Executive Committee of the BOD. The Executive Committee shall meet as often as necessary between BOD meetings.
- 2.9.2. The main function of the Executive Committee is planning, scheduling, and coordinating on behalf of the BOD. This includes writing and distributing the agendas for meetings of the BOD and of the Voters' Assembly (at least a week before those meetings). The Executive Committee has no governing authority independent of the BOD as a whole, except as may be delegated to it by the BOD.

2.10. Committees of the Board of Directors:

- 2.10.1. The BOD may from time to time use Committees in order to carry out some of its work. Committees may be made up of Directors and/or other OSLM members.
- 2.10.2. A Committee's responsibilities shall be set forth in a formal written charter approved by the BOD. The Committee shall keep a record of its work and make it available to the BOD upon request.
- 2.10.3. Committees shall not manage any part of OSLM, or do staff work, except as otherwise specified in the Bylaws, or when working on a topic that is fully within the purview of the BOD and that has not been delegated to the Senior Pastor.
- 2.10.4. Except when so empowered by the BOD, Committees shall have no executive or governing authority.

- 2.11. **Communication with the Members of OSLM:** These responsibilities are listed in Section IV.A of the Bylaws, and primarily involve communication with the members of OSLM. The BOD shall make use of various methods to improve communication (in both directions) and, in particular, to gather opinions and ideas from the members, as part of the process of evaluating and updating the Ministry Goals.

2.12. Board of Directors Agenda Structure:

- 2.12.1. The BOD shall establish a basic structure for its meetings, so that it can use its meeting time effectively and maintain a policy-based orientation.
- 2.12.2. The Executive Committee shall set up and maintain an annual schedule for the BOD, so that all required actions and reports may be dealt with in a timely manner. The agenda for each BOD meeting shall take this schedule into account. Additional items shall be included in the agenda as needed.

2.12.3. The Executive Committee shall determine the most effective way to conduct the annual Policy Manual review called for in paragraph IV.B.3.d of the Bylaws. In addition, any Director, or the Senior Pastor, may request a review of any part of the Policy Manual at any time, for the purpose of determining whether a change is appropriate.

2.12.4. In order to maintain confidentiality, BOD meetings shall be restricted to Directors and the Senior Pastor; provided, however, that the Chair and/or Senior Pastor may invite other individuals to attend all or part of a meeting for a particular purpose. In addition, the agenda shall normally include an “open forum” time, in which all members of OSLM are invited to attend the meeting and to speak to the BOD if they so choose.

2.12.5. The BOD shall periodically schedule educational opportunities to increase its own competence in carrying out its responsibilities.

2.12.6. The meeting agenda shall consist of the following (not necessarily in this order):

- Introduction – devotion and prayer
- Open Forum
- Approval of Agenda
- Approval of minutes of previous meeting(s)
- Monitoring
 - Committee/Task Force/liaison reports
 - Senior Pastor’s report
 - Other management reports
- Strategic planning
- Other BOD actions
- Director comments
- Calendar review
- Adjournment/prayer

2.12.7. Reports shall be distributed to all Directors at least 48 hours prior to the meeting.

2.13. **Board of Directors Self-Review:** To discipline itself and improve its efforts, the BOD may conduct self-reviews on an as-needed basis. Prior to this review, the BOD may obtain input anonymously. Prior to this review, the BOD will obtain input anonymously from each of the Directors and from other OSLM members and staff who have knowledge of the BOD’s operations. The review will address the following topics, identifying areas for improvement:

- Communications
- Policy Administration
- Strategic Planning
- Relations with the Senior Pastor, the Elders, and the Congregation

3. Senior Pastor Limitations

3.1. Primary Limitation:

3.1.1. The Senior Pastor and staff shall have wide latitude and freedom to direct the programs and activities of the ministry in pursuit of OSLM's Desired Outcomes. In carrying out the duties of the office to which he has been called, the Senior Pastor shall not act in a manner that is unethical, immoral, imprudent, illegal or inconsistent with the Constitution, By-laws, or Policy Manual of OSLM.

3.1.1.1. The Senior Pastor shall not fail to use the Primary Limitations in the management and oversight of all operational activity, including the delegation of responsibilities to appropriate staff.

3.1.1.2. The Senior Pastor shall not fail to ensure that the staff is familiar with the Primary Limitations.

3.2. Communication and Support to the Board of Directors:

3.2.1. The Senior Pastor shall not allow the BOD to be unaware of:

- Relevant trends that impact the Desired Outcomes;
- Allegations against anyone in a ministry capacity, including reports of abuse or sexual, financial or professional misconduct;
- Lawsuits and other legal actions against or affecting OSLM or its staff;
- Anticipated adverse media coverage;
- Hiring, departure, or change of job assignment of key staff;
- Death or serious injury / illness of staff;
- Crises affecting the work, health or safety of staff;
- Directions and recommendations from the LCMS or the California-Nevada-Hawaii (CNH) District;
- Laws / regulations impacting the religious freedom of OSLM or its members.
- Any other information requested by the BOD in order to make informed decisions

3.3. Financial Matters:

3.3.1. The Senior Pastor, with the assistance of staff and Treasurer, shall not fail to create and implement a financial plan for OSLM. The financial plan is subject to the following limitations:

3.3.1.1. The Senior Pastor shall not fail to present to the BOD a proposed annual budget at least six weeks prior to the May/June Voters' Assembly Meeting. The Board shall review this budget proposal for compliance with this Policy Manual and inform the Senior Pastor of any non-compliance prior to the Voters' Assembly Meeting. The Senior Pastor shall then present it to the Voters' Assembly for approval.

3.3.1.1.1. The proposed budget shall not fail to balance income and expenses.

3.3.1.1.2. The proposed budget shall not be based on unrealistic assumptions.

3.3.1.1.3. The proposed budget shall not fail to support the Desired Outcomes.

3.3.1.2. The Senior Pastor shall not fail to compensate paid staff based upon the written OSLM Compensation Policy that has been approved by the BOD.

The BOD must vote to approve any deviations from the Compensation Policy on a case-by-case basis.

- 3.3.1.3. The Senior Pastor shall not change his own compensation and benefits without prior BOD approval.
 - 3.3.1.4. The Senior Pastor may not reduce the amount of the “mission” contribution to the District without prior approval from the BOD.
 - 3.3.1.5. If it appears that the actual revenue for the fiscal year will be less than what was assumed in the approved budget, the Senior Pastor shall not fail to reduce spending by the amount of the shortfall, keeping the BOD informed.
 - 3.3.1.6. If it appears that the actual revenue for the fiscal year will be less or greater than 15% of what was assumed in the approved budget, the Senior Pastor shall not fail to submit an amended budget to the BOD. The Senior Pastor shall then submit it (possibly with modifications) to the Voters’ Assembly.
 - 3.3.1.7. The Senior Pastor shall not fail to, at least 48 hours prior to each regular BOD meeting, present an updated financial statement to all Directors. This statement must be in a form that allows the BOD to properly assess the financial position of OSLM.
 - 3.3.1.8. The Senior Pastor shall not fail to inform the BOD whenever he finds that OSLM is in an “unsound financial position,” and shall immediately present a plan to rectify the situation. An “unsound financial position” exists whenever any required payment (mortgage, payroll, taxes, insurance, utilities, etc.) is past due or, in the opinion of the Treasurer, is likely to become past due within ninety days.
 - 3.3.2. The Senior Pastor, in coordination with the Treasurer and the Endowment Committee, shall not fail to develop a plan to promote and receive gifts and bequests. This plan shall be in accordance with written Planned Giving Guidelines. No gift may be accepted if its effects would be contrary to the Desired Outcomes.
 - 3.3.3. The Senior Pastor shall not allow investment in a financial asset unless it follows the guidelines in the Investment Policy approved by the BOD.
 - 3.3.4. The Senior Pastor shall not allow the outsourcing of services or sign any contract (other than an employment contract) that obligates the Ministry to annual expenditures exceeding \$5,000, that is not already included in the existing budget, without obtaining the prior approval of the BOD.
 - 3.3.5. The Senior Pastor shall not borrow money on behalf of OSLM.
- 3.4. Operations:**
- 3.4.1. At least annually, the Senior Pastor, with appropriate input from the staff and from lay leaders, shall not fail to create an Operational Plan to support the Desired Outcomes. This Operational Plan should be detailed enough so that each staff member knows what he/she is expected to do during the next year and how his/her efforts will contribute to the Desired Outcomes.

- 3.4.2. The Senior Pastor shall not fail to maintain a current Succession Plan that provides for the continued operation of all the ministries in the event of his disability, unforeseen departure, or death.
- 3.4.3. The Senior Pastor shall not allow personal information on staff, church members, and OSLS parents to be unprotected, or allow OSLM's mailing lists to be used for personal, commercial, or political purposes.

3.5. **Personnel:**

- 3.5.1. Except as specified in paragraph 3.5.4, the Senior Pastor shall have the authority to hire and dismiss staff members, to issue and terminate non-tenured Calls (unless the BOD determines that a particular Call should be issued or terminated by the Voters' Assembly), to change job descriptions, and to reorganize the staff as may be needed to achieve the Desired Outcomes. Appropriate documentation will accompany any personnel action. He shall keep the BOD informed of all such changes and shall obtain their prior advice and counsel if time permits. Any change that affects budgetary expenses must be dealt with in accordance with paragraph 3.3.1.
- 3.5.2. The Senior Pastor shall not allow OSLM to operate without effective, established Personnel Policies.
- 3.5.3. The Senior Pastor shall not fail to:
 - 3.5.3.1. Ensure that there is a written job description for each staff position and that the job description accurately describes the responsibilities and tasks assigned to that position.
 - 3.5.3.2. Ensure that each staff member has the resources needed to successfully carry out his/her job description.
 - 3.5.3.3. Ensure that an annual written performance review is completed for each staff member (using the job description as a basis for it) and that the performance review is shared with the member.
- 3.5.4. The Senior Pastor shall not promise or imply permanent or guaranteed employment. When the Voters' Assembly has issued a Call (with or without tenure) to a staff member, the Senior Pastor may not eliminate, change to a Contract position, or significantly change the responsibilities of that Called staff position without prior BOD approval.
- 3.6. **Long Range Outlook:** The Senior Pastor shall not fail to prepare a Long-Range Outlook report at least once every two years and present it to the BOD and to the Board of Elders. The report shall not fail to align with the Desired Outcomes or fail to include all significant factors, both internal and external, that are likely to affect the ministry of OSLM.
- 3.7. **Emergency Preparedness Plan:** The Senior Pastor shall ensure that OSLM operates with a detailed, written, up-to- date Emergency Preparedness Plan.

4. **Board and Senior Pastor Partnership**

4.1. **Authorities:**

- 4.1.1. The function of the BOD is to develop, monitor and enforce governing policy, not to implement it.
- 4.1.2. Except for assignments of its own work to committees, liaisons, or officers, and except as otherwise specified in governing policies (i.e., the OSLM Constitution, Bylaws, and this Policy Manual), the BOD shall delegate authority only to the Senior Pastor. Any other subordinate employee or entity operating with the authority of OSLM shall receive that authority from the Senior Pastor or from a person assigned such authority by the Senior Pastor.
- 4.1.3. The authority of the Senior Pastor shall begin where the explicit authority of the BOD ends. Except as required by governing policies or law, decisions of the Senior Pastor do not need approval by the BOD.

4.2. Senior Pastor Evaluations:

- 4.2.1. The Senior Pastor shall receive an evaluation on an annual basis, with his job description forming the basis for it. Its primary purpose is to assist the Senior Pastor in his spiritual and professional growth and to monitor his progress toward the Desired Outcomes. The evaluation shall cover, at a minimum, his leadership, Word and Sacrament ministry, the metrics defined in the Desired Outcomes, and adherence to governing policies.
- 4.2.2. The evaluation shall be a joint effort between the BOD and the Board of Elders.
- 4.2.3. The format of the evaluation and the method of generating it shall be determined by the two Boards.
- 4.2.4. The BOD Executive Committee and Elder Leadership shall review the completed evaluation in person with the Senior Pastor and provide him with a written copy.
 - 4.2.4.1. The BOD shall allow the Senior Pastor an opportunity to respond in writing to his evaluation.
 - 4.2.4.2. If the Senior Pastor's evaluation is less than acceptable, the BOD shall counsel the Senior Pastor and, with the Senior Pastor, establish a written plan for improvement.

4.3. Exceeding Senior Pastor Limitations:

- 4.3.1. If a Senior Pastor Limitation has been exceeded, the Senior Pastor and the BOD shall work together to correct it and prevent it from recurring.

4.4. Senior Pastor Reporting:

- 4.4.1. The Senior Pastor shall submit a report to the BOD at each of its regular meetings. If possible, the report shall be in writing and shall be delivered to each Director at least 48 hours prior to the meeting. At a minimum, it shall include the information mentioned in paragraph 3.2.1, along with the appropriate items from the annual schedule required by paragraph 2.12.2. Those scheduled items shall include (but not be limited to) the following:
 - 4.4.1.1. Progress toward the Desired Outcomes (at the BOD meetings just before the regular Voters' Assembly meetings).
 - 4.4.1.2. Updated financial statements (monthly; see paragraph 3.3.1.7).

- 4.4.1.3. Current financial plans, as they are developed or modified.
- 4.4.1.4. Significant changes to personnel policies, as they occur (see paragraph 3.5.1).
- 4.4.1.5. New or modified structures, including planned and/or implemented staff reorganizations (see paragraph 3.5).
- 4.4.1.6. The biennial Long-Range Outlook report required by paragraph 3.6.
- 4.4.1.7. A summary of each new program and service as it is developed.
- 4.4.1.8. The ministries of OSLS (at least twice a year, in the fall and spring).
- 4.4.1.9. Pending Legal/Human Resources (HR) issues
- 4.4.2. The BOD may require that the Treasurer be the one to submit the monthly financial statements. In any case, the Treasurer shall meet with the BOD in person at least quarterly and at any other time requested by him/her or by the BOD.
- 4.4.3. The BOD may require that the OSLS Principal submit the semi-annual OSLS reports in person. In addition, the Principal may meet with the BOD to discuss OSLS matters at any time requested by him/her or by the BOD.
- 4.4.4. In reviewing all reports, the standard for compliance with the Policy Manual shall be the Senior Pastor's reasonable interpretation of governing policies. While the BOD shall make the final determination regarding such "reasonable interpretation," they shall base such determination on a neutral interpretation rather than any bias of the BOD or individuals.

5. OSLS Limitations

General BOD Findings About OSLS: The Congregation of OSLM believes that the Christian education of its members and the surrounding community is a lifelong and continuous process. The BOD finds that OSLS is an indispensable, significant, and vital part of God's Mission at OSLM. Therefore, the BOD determines additional policies are prudent to ensure the furthering of that Mission.

5.1. General OSLS Constraints:

These policies are the constraints placed on the Senior Pastor's (and, by delegation, the Principal's) efforts to provide responsible school leadership, management, staff administration and supervision to ensure a safe, nurturing, and age appropriate, learning environment where children can grow physically, emotionally, intellectually, and spiritually to accomplish the stated Mission of OSLM.

Accordingly, the Senior Pastor shall not allow the Principal to:

- 5.1.1. Act in a manner that is inconsistent with the Constitution, By-laws, or Policy Manual of OSLM, or is unethical, immoral, imprudent, or illegal.
- 5.1.2. Operate OSLS as an independent entity from OSLM.
- 5.1.3. Allow OSLS's accreditation or licenser status lapse or otherwise be put in jeopardy.
- 5.1.4. Fail to comply with all applicable requirements of the State of California concerning the establishment and maintenance of a private elementary or preschool.

5.2. Staff Issues

The Senior Pastor shall not allow the Principal to:

- 5.2.1. Fail to have a succession plan in the event that the Principal permanently or temporarily vacates his/her office.
- 5.2.2. Fail to provide for the effective handling of staff grievances.
- 5.2.3. Fail to provide in-service opportunities for professional and spiritual growth to meet both individual and collective needs of staff members.

5.3. Communications

The Senior Pastor shall not allow the Principal to:

- 5.3.1. Fail to develop and employ a marketing plan that communicates OSLS's values, programs, benefits and people.
- 5.3.2. Fail to annually inform parents, in a written format, about the policies and procedures of OSLS.
- 5.3.3. Fail to inform parents, no later than February 15, about tuition and fees for the following school year.
- 5.3.4. Fail to regularly communicate with parents about OSLS and OSLM activities, programs, events and other relevant news.
- 5.3.5. Fail to inform parents and the Congregation of opportunities to serve OSLS as a volunteer.
- 5.3.6. Fail to make immediate notification to the Senior Pastor of abuse or sexual, financial, or professional misconduct alleged against any member of the staff.

5.4. Treatment of Students

With respect to interactions with the students of OSLS, the Senior Pastor (and, by delegation, the Principal) shall not cause or allow conditions that jeopardize the well-being of students or treat them unfairly or inhumanely.

Accordingly, the Senior Pastor shall not allow the Principal to:

- 5.4.1. Leave any child without adult supervision while the child is on OSLS's campus.
- 5.4.2. Fail to report suspected child abuse and/or neglect to the proper authorities as required by law.
- 5.4.3. Allow any discipline procedures that are inconsistent with the OSLS's policies or that violate state law.
- 5.4.4. Suspend a student before notifying the student's parents and teachers or expel a student without notifying the Senior Pastor.

5.5. Financial Conditions and Activities

The Senior Pastor shall not allow the Principal to:

- 5.5.1. Fail to make reasonable effort to collect all school tuition and fees.
- 5.5.2. Provide total tuition assistance in excess of 5% of total tuition income without prior BOD approval.

BOD

<p>BOD Planning Calendar</p>

Policy	Senior Pastor Responsibilities	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
	Present new and updated Housing Allowance designations for BOD approval					Nov							
	Review compensation with Compensation Review Task Force										Apr		
3.4.2	Ministry Staff Succession Plan		Aug										
3.5.3.3	Confirmation of staff evaluation completion												Jun
3.3.1.7	Submit updated Financial Statements to BOD	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
3.3.1.1	Presentation of Annual Budget for BOD Review											May	
4.4.1.8	Submit semi-annual OSLS report to BOD							Jan					Jun
3.4.1	Presentation of Operational Plan to BOD		Aug										
4.4.1.1	Submit report on progress towards Desired Outcomes	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
4.4.1.4	Provide BOD with current Personnel Policies and changes as they occur			Sep									
3.6	Presentation of Biennial Long-Range Outlook report to BOD and Elders												
3.3.3	Triennial Financial Review												

Policy	Executive Committee Responsibilities	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
4.2.4	Meet with the Senior Pastor to review his Annual Evaluation with Elder Leadership (▲- Coordinate evaluation format and preparation with Elders)											May	Jun
2.9.2	Prepare agenda for BOD meeting	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Bylaws	Prepare agenda for Voter's Assembly meeting						Dec					May	
	Schedule Voter's Assembly meeting					Nov					Apr		
2.12.2	Prepare annual BOD schedule	Jul											
2.12.3	Prepare annual Policy Manual review schedule	Jul											
Policy	BOD Responsibilities	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Bylaws	Review and update Desired Outcomes	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
3.3.1.3	Review Senior Pastor Salary										Apr ▲		
3.3.1.1	Review of Annual Budget for compliance with Policy											May	
	Designate housing allowances for called staff					Nov V							
4.2	Conduct the Senior Pastor's Annual Evaluation with Elders (▲- Coordinate evaluation format and preparation with Elders)									Mar ▲	Apr		
2.3.10	Complete IRS Tax Exempt Policy and Background Check forms, as required												Jun
Bylaws	Appointment of the Nominating Committee's BOD Representative						Dec V						
Charter	Appointment of new Endowment Fund Committee Members (▲- Solicit names)					Nov	Dec V						De

Charter	Appoint/Affirm Property Advisory Committee Membership (▲- Solicit names)	Jul												Jun ▲
Bylaws	Conduct Annual Voter's Assembly Meeting: Ministry Update, Propose Budget, BOD Elections. (▲- Discuss preparation of the Report, Agenda & Presentation)												May ▲	Jun
Bylaws	Conduct Semi-Annual Voter's Assembly Meeting: Ministry Update, Budget Performance, Nominating Committee Elections. (▲- Discuss preparation of the Report, Agenda & Presentation)						Dec ▲	Jan						
2.13	BOD self-review. (▲- Designate a BOD Self-Review Coordinator)								May ▲					Jun
	Publish BOD Informational Article in the Ministry Messenger (▲- Designates optional extra months for publication)	Jul ▲			Oct			Jan ▲			Apr			
2.7.2	Election of Officers (Chair, Vice-Chair, Secretary) and Appointment of Treasurer													Jun V
	Appointment of liaisons (e.g., Preschool, School, etc.)	Jul												
	Hold Joint meeting with Elders two times per year			Sep						Mar				
	Prepare and submit Health and Human Services Agency (HHS) Form LIC309 or as necessary	Jul												
	Coordinate Congregational votes necessary for Synod and District Triennial Conventions													
Policy	Endowment Committee Responsibilities	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
	Submit semi-annual Committee report to BOD			Sep						Mar				

Policy	Property Advisory Committee Responsibilities	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
	Submit Committee report to BOD, when requested				Oct						Apr		
Policy	Compensation Review Task Force Responsibilities	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
	Submit annual Task Force report to BOD										Apr		
	Submit proposed changes to the Compensation Policy to BOD									Mar			

Supporting Documents:

Background Check Form

Emergency Preparedness Plan

Employee Handbook (Personnel Policies)

Investment Policy

IRS Tax Exempt Policy Operational Plan

OSLM Compensation Policy

Planned Giving and Gifts Policies

Succession Plan