# Plymouth Congregational

# Church Governing Policies



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# Definitions

Plymouth's Governing Policies use certain terms in a specific way. This section includes key definitions.

## The Purposes of the Church

In the context of Plymouth Church, the Purposes of the Church specifically define for what or for whom the church will have a certain desired impact or effect within agreed-upon prioritization and budget parameters.

The Purposes of the Church answer the questions:

- What difference are we here to make?
- In which people's lives?
- At what cost or priority?

## Lead Minister Limitations

Lead Minister Limitations describe the "means"—those practices, activities, decisions, and circumstances that relate to how the work actually gets done—that would be unacceptable to the Deacons even if they were to be effective. Limitations are intended to provide freedom by clearly articulating boundaries. Although these Limitation Policies only name the Lead Minister, the Congregation shares these commitments and responsibilities and has the ultimate responsibility for the Church. The Congregation exercises this responsibility through the Lead Minister and the other members of the Clergy Team. The Clergy Team includes the Lead Minister, all called clergy and any clergy member filling a permanent position on an interim or transitional basis. The Clergy Team cannot do all these things alone, but are the people who help execute these intentions and ensure these Limitations are followed.

## Moral Owners

Moral Owners are those people on whose behalf the Deacons govern and to whom the Deacons are accountable. The Deacons use the term Moral Owners to include all owners, in both a legal and a moral sense, all those from whom they derive their authority and to whom they are ultimately accountable. The Deacons obligation is to govern on the moral owners' behalf.

# 1 The Purposes of the Church

We, the people of Plymouth Congregational Church, humbly seek and serve God within, among, and beyond ourselves.

**Within**
We find sanctuary for our spiritual journey in the Congregational tradition. We:

- Seek the sacred in ourselves and all others.
- Cultivate our deepest and best selves.
- Nurture our capacity to love.
- Live in the hope of renewal and transformation.

**Among**
We walk together in covenanted Christian community. We:

- Care for one another.
- Cultivate a spirit of gratitude, love, joy, compassion and inclusion.
- Honor many pathways to the sacred.
- Deepen our understanding of our faith tradition.
- Nurture a welcoming culture to all.

**Beyond**
God's creation benefits from our love lived out in the world. We:

- Invest our time, talent, and treasure consistent with our values.
- Serve people in need.
- Advance human rights.
- Further social, economic, racial, and environmental justice.
- Share our vision of progressive Christianity, while respecting all faith traditions.

# 2 Governance Process

The purpose of the Deacons is to act on behalf of the moral owners (see Definitions) of Plymouth Congregational Church to ensure that the Church fulfills its mission and ministry with an effective use of resources and within the boundaries of legal and ethical behavior.

## 2.1 Moral Ownership

The moral owners of the Congregation are:

- God's ways, as they are revealed to us.
- The Congregation: past, present, and future.
- People beyond the Congregation who share our vision or who need our presence.

## 2.2 Governing Style

The Deacons will govern as a body with a visionary future orientation and operate within the discipline and guidance of their processes and policies.

### 2.2.1 Direction Through Policy

The Deacons will inspire the Congregation, clergy, and staff through the establishment of broad written policies reflecting the values to be followed and the desired Purposes of the Church to be achieved. The policies will empower staff by providing them with maximum freedom to act within the boundaries of certain Limitations. Although the Deacon's policies will provide broad direction and controls, the clergy and staff are responsible for the administrative and programmatic means of attaining The Purposes of the Church to be achieved.

### 2.2.2 Governance Focus and Emphasis

The Deacons will govern with a focus and emphasis on:

- Future vision rather than the past or present practice.
- Outward orientation rather than internal preoccupation.
- Proactive strategic leadership rather than reactive administrative tactics.
- Collective consensus rather than individual decisions.
- The encouragement of diversity in viewpoints.
- A clear distinction between Deacons' and the Lead Minister's roles.

### 2.2.3 Collective Accountability

The elected Deacons as a whole will be responsible for the governance of the Church.

#### *2.2.3.1 Speak with One Voice*

The Deacons will speak with one voice. While the separate abilities, judgments, and perspectives of their members will inform the determination of collective Deacons' values and policies, individual Deacons will respect and support the decisions of the Deacons as a whole.

#### *2.2.3.2 Individual Deacon Limitation*

The Deacons will allow no officer, individual Deacon, or committee of the Deacons to usurp or counter the Deacons' collective authority.

#### *2.2.3.3 Deacons' Self-Monitoring*

The Deacons will self-monitor all their activities in accordance with their policies and enforce upon the whole whatever discipline and improvements may be needed to govern with excellence.

#### *2.2.3.4 Lack of Individual Authority*

A Deacon may not exercise (or attempt to exercise) individual authority over the Church or its staff.

### 2.2.4 Deacons' Development

The Deacons will orient and train new Deacons and officers and retrain experienced Deacons in their roles in the Policy Governance process.

## 2.3 Deacons' Job Description

The Deacons are elected by the Congregation to represent the moral owners in articulating and monitoring appropriate organizational performance. The Deacons have responsibility for the legal, fiduciary, and spiritual affairs of the Church.

Accordingly:

### 2.3.1 Legal and Fiduciary Responsibilities

Serving on the Deacons is a commitment to Church leadership. Deacons have the duties of:

- Care: Perform responsibilities in good faith and with the same care ordinary persons would use in managing their own affairs. Remain active and informed. Conform to the appropriate standards of business conduct.

- Loyalty: Act in good faith and in a manner that does not harm the organization to the benefit of one's self. Avoid conflicts of interest or appearances of impropriety. Disclose any interest that may appear to be a conflict of interest.

- Obedience: Comply with the provisions of the bylaws, the articles of incorporation and the laws of the State of Minnesota.

- Confidentiality: Do not disclose sensitive information about the Congregation's activities unless the Deacons decide to make the information public or the information is a matter of public record.

### 2.3.2 Policy Making

The Deacons will articulate, periodically review, and revise as needed policies at the broadest levels, including:

- The Purposes of the Church: Desired organizational results (see Definitions)

- Governance Process: How the Deacons conceive, carry out, and monitor their own work.

- Deacons-Lead Minister Relationship: How the Deacons delegate authority to the Lead Minister and monitor his/her work.

- Lead Minister Limitations: How the Deacons set boundaries for the decisions and actions of the Lead Minister.

### 2.3.3 Performance Monitoring

The Deacons will regularly monitor organizational performance on the Purposes of the Church and Lead Minister Limitations, and conduct a regular performance evaluation of the Lead Minister.

### 2.3.4 Annual Budget

The Deacons will review and approve an annual budget presented to them by the Lead Minister, and once the Deacons approve the budget, the Deacons will bring the budget to the Congregation for discussion and approval.

## 2.4 Annual Governance Agenda

At their first meeting of the governance year, the Deacons will establish their Annual Governance Agenda, which, at a minimum, will include performance monitoring, Congregational dialogue, and review of policies identified in 2.3.2 Policy Making, above.

## 2.5 Officer Roles

### 2.5.1 Role of Moderator

The Moderator functions as the President of the Congregation and the Chair of the Deacons in accordance with Article V of the Bylaws and ensures the integrity of the governing process. The assigned outcome of the Moderator's job is that the Deacons act consistently with their own policies and with requirements imposed legitimately from outside the Church.

#### *2.5.1.1 Presiding Over Meetings*

The Moderator, or his or her designee*, will preside at meetings of the Deacons and meetings of the Congregation. **In July of 2027, "Moderator-Elect" will replace "his or her designee".*

*2.5.1.1.1 Meeting Agendas*

The Moderator will inform the Congregation by posting a draft agenda on the Church's website a week in advance of Deacons' meetings.

*2.5.1.1.2 Discussion at Deacons' Meetings*

The Moderator will remind the Deacons that meeting discussion will generally be limited to issues over which the Deacons have decision-making power, leaving to the Lead Minister his or her own areas of authority. The Moderator will also ensure that discussion is fair, open, orderly, thorough, efficient, and timely. The Moderator may in his or her discretion invite others attending Deacons' meetings to speak. Robert's Rules of Order will be observed unless suspended or altered by the Deacons.

#### *2.5.1.2 Authority of the Moderator*

The Moderator may make decisions on behalf of the Deacons that are consistent with or fall within the scope of the Deacons' policies and the Bylaws. The Moderator does not have unilateral authority to change policies or make new policy.

*2.5.1.2.1 Speaking on Behalf of the Deacons*

The Moderator, or his or her designee*, is the only person authorized to speak on behalf of the Deacons. *In *July of 2027, "Moderator-Elect" will replace "his or her designee".*

*2.5.1.2.2 Transparency*

The Moderator will not withhold any relevant information from the Deacons.

2.5.1.2.3 *Relationship with the Lead Minister*

The Moderator, or his or her designee* will be the primary point of contact between the Deacons and the Lead Minister between meetings, but the Lead Minister relationship shall be with the Deacons as a whole, and the Lead Minister shall be free at any time to bring a matter to the Deacons as a body. **In July of 2027, "Moderator-Elect" will replace "his or her designee".*

*2.5.1.2.4 Delegation by the Moderator*

The Moderator remains accountable for tasks s/he may delegate to others.

***2.5.2 Role of the Moderator-Elect*** *(Takes effect on July 1 2027)*
The Moderator-Elect shall assume the functions and responsibilities of the Moderator when the Moderator is absent. In the year following the Moderator's one-year term, the Moderator-Elect will serve as Moderator, following the election at the Annual Meeting.

**2.5.3 Role of the Clerk of the Church** The Clerk is a member of the Deacons. Starting July 2027, the Clerk is an officer of the church but not a Deacon*. The Clerk shall attend Deacon's meetings, may participate in discussions but shall not vote. The Clerk of the Church will act as Secretary of the Congregation and of the Deacons in accordance with Article V of the Bylaws. **In July of 2027, delete the first sentence and first clause in the second sentence.*

***2.5.3.1 Official Records***
The Clerk of the Church is responsible for sending official records of the Church to the Archives. The official records of the Church comprise: Articles of Incorporation, Bylaws, Governing Policies, minutes of Deacons' and Congregational meetings, annual reports, meeting agendas and backup material and handouts, and reports of Deacons-appointed committees.

***2.5.3.2 Minutes of Meetings***
The Clerk of the Church will make sure that the minutes of Deacons' and Congregational meetings, together with the approved agendas and any materials reviewed at the meetings, are made a part of the official records of the Deacons.

*2.5.3.2.1 Deacons' Meetings*
The Clerk of the Church will take notes of the proceedings of Deacons' meetings and provide the Moderator draft minutes within ten days after the meeting. Minutes are not a Deacons' record until formally approved by the Deacons.

*2.5.3.2.2 Congregational Meetings*
The Clerk of the Church will take notes of the proceedings of Congregational meetings and provide the Moderator with draft Minutes within ten days after the meeting. The Deacons will approve the minutes as a Deacons' Approved Draft pending final approval by the Congregation at its next meeting. The Clerk will post Deacons' Approved Draft Minutes for Congregational access once approved by the Deacons. Congregational meeting minutes are not an official Church record until formally approved by the Congregation.

***2.5.3.3 Certifications***
The Clerk of the Church will certify that the register of members is current, that notices of official meetings have been properly distributed in accordance with Article III of the Bylaws, and certify the presence of a quorum at official Congregational meetings according to Article III of the Bylaws. The Clerk of the Church will make such other certifications of Deacons' actions and of other matters as needed.

### 2.5.4 Role of the Treasurer

The Treasurer is a member of the Deacons." Starting July 2027,* the Treasurer is an officer of the church but not a Deacon. The Treasurer shall attend Deacon's meetings, may participate in discussions but shall not vote. The Treasurer serves as the Deacons' liaison to the Board of Finance and Administration. * *In July of 2027, delete the first sentence and first clause in the second sentence.*

The Treasurer will advise the Deacons about emerging as well as long-term financial trends, needs, concerns, and policy issues. The Treasurer has no independent authority. With approval of the Deacons, the Treasurer may delegate some administrative responsibilities to a deputy by filing a delegation of responsibility with the Deacons.

## 2.6 Code of Conduct for All Elected Church Leaders

Elected Church Leaders are those holding a position that is subject to election by the Congregation. They will commit to ethical and lawful conduct involving their use of authority, their interactions with people inside and outside the Church, and their representation of the Church and the Congregation. They must act in good faith in the best interests of the moral owners of the Church.

### 2.6.1 Conflict of Interest

Elected Church Leaders must mitigate conflicts of interest with respect to their responsibilities. A conflict of interest occurs when circumstances create a risk whereby other interests will unduly and inappropriately influence the Leader's judgment about the interests of the Church. The mitigation of a conflict of interest will depend on the circumstances, and may include removal of the conflict, disclosure of the conflict, and/or recusal of the Elected Church Leader. The Deacons will resolve any questions or controversies concerning conflicts of interest for the Deacons. The Leadership Council handles conflicts of interest for other Elected Church Leaders.

#### *2.6.1.1 No Employment or Other Personal Benefits*

Elected Church Leaders will not use their positions to obtain Church employment or other benefits for themselves, family members, or close associates.

#### *2.6.1.2 Personal Business with Church*

Elected Church Leaders will not engage in self-dealing, private business or personal services with the Church. The Deacons may make exceptions provided full disclosure is made and procedures are followed that assure openness, competitive opportunity, and equal access to inside information.

#### *2.6.1.3 Disclosure of Conflicting Involvement*

Elected Church Leaders will disclose any involvement with other organizations, vendors, or any other relationships that might result in a conflict of interest or appearance of a conflict of interest. Annually, all Church Leaders shall complete a Conflict of Interest form to be filed with the Executive Director.

#### *2.6.1.4 Unavoidable Conflict of Interest*

Elected Church Leaders will refrain from participation in deliberations or voting related to any matter about which they have a conflict of interest.

### 2.6.2 Lack of Individual Authority

Elected Church Leaders may not exercise (or attempt to exercise) individual authority over the Church or its staff.

### 2.6.3 Confidentiality

Since Elected Church Leaders may be privy to information that is not public, they will respect the confidentiality appropriate to issues of a sensitive nature.

### 2.6.4 Commitment to Duties

Elected Church Leaders will make every effort to attend all regularly scheduled and special meetings and events, and all Congregational meetings and events where substantive issues are addressed. They will take responsibility for:

A. attending Church worship services and other Church events as a means of maintaining linkage with the Congregation,

B. responding to e-mails, telephone calls and other types of contact from fellow leaders and others.

C. follow through on commitments made to the Moderator and other Elected Church Leaders.

D. attending meetings.

### 2.6.5 Removal of Elected Church Leaders

Deacons may be removed from office as described in the Bylaws Article IV. Other Elected Church Leaders may be removed from office by a majority plus one vote of the Leadership Council.

## 2.7 Deacons' Covenant

The Deacons will serve together in a covenantal relationship. All Deacons will mutually promise:

- To abide by and act in accordance with the Congregational covenant set out in the Bylaws Article VII.
- To work collaboratively and build bonds of mutual trust.
- To act in good faith and to presume others are acting in good faith.
- To encourage and empower each other, and treat each other with genuine respect and honesty.

- To speak openly, directly, and authentically, and to listen to each other with open minds and hearts even in times of conflict.
- To respect and honor individual and cultural differences.
- To be mindful of any unearned privilege and its effect on themselves and others.
- Take care of each other personally and spiritually.
- To follow the written policies and procedures of the Deacons, but to also remain open to changing them.
- To keep in mind the best interests of the moral owners of the Church.

## 2.8 Deacons' Committees

The Moderator may establish committees to help the Deacons carry out their responsibilities.

### 2.8.1 Assigned Purpose of a Committee

Each committee will be established for explicit purposes with a timeframe for conducting its work that includes regular reports to the Deacons. Committees ordinarily prepare policy alternatives and implications for Deacons' deliberation. They will not be involved in Clergy Team, or Staff operations or exercise authority over them.

### 2.8.2 Committee Membership

Committees may be composed of Deacons' members and others within the Congregation. A Deacons' member assigned to a committee will participate as a member of the committee on the same basis as other members, unless the Moderator acts to assign roles differently.

### 2.8.3 Applicability

This policy applies to any group that is formed by the Moderator or by the Deacons¸ whether it is called a committee and regardless of whether the group includes non-Deacon members. It does not apply to committees formed for operational functions under the authority of the Lead Minister.

## 2.9 Linkage with Congregation

The Deacons will forge and maintain strong and trusting linkages with the Congregation. As the Deacons listen to voices from the current Congregation, they are also called to take into account the interests of the moral owners of the Church (Policy 2.1). With this in mind, the Deacons will include linkage with the Congregation as part of its Annual Governance Agenda, which could include:

- Open Deacons' meetings
- Deacons' member presence and participation at Church events
- Listening and feedback sessions
- Governance education sessions
- Leadership training sessions

## 2.10 Complaints to the Deacons

The Deacons have an ongoing duty to listen to and be in conversation with the Congregation. Deacons will encourage members to share ideas and to engage in constructive dialogue with them. This may include bringing complaints and grievances to the attention of the Deacons. It is the role of the Deacons to make sure they hear and understand the concern that a congregant is raising with them. The Deacons will acknowledge all written and signed complaints as a matter of courtesy.

### 2.10.1 Initial Responses to Complaints

Anyone making a complaint should be encouraged to contact directly someone who can resolve the concern rather than involving a member of the Deacons as a third party. The Deacons may assist complainants in identifying the person to whom the concern should be directed. Any further action will depend on the circumstances, taking into account that the Deacons do not resolve complaints not directly related to the Deacons' policy-making and policy-monitoring functions. Individual Deacons do not have the authority to make any representations that any action will be taken, that the complaint will be resolved in a certain way, or that the problem will be taken up by the Deacons as a body.

### 2.10.2 Deacons' Discretionary Responses

The Deacons as a body have the discretion to decide whether to take up, and how to respond to, complaints, criticisms, or grievances addressed to the Deacons. If the Deacons decide to review or act on a concern, the Deacons will limit themselves to matters involving Deacons' policy, governance, and other general affairs of the Church. Complaints or grievances involving matters delegated to the Lead Minister will be referred to the Lead Minister.

### 2.10.3 Other Voices

In considering complaints and criticisms, the Deacons will keep in mind that they owe primary loyalty to the moral owners of the Church. When voices within the Congregation become audible, the Deacons owe those voices their ears, but they also should take into consideration those who are not speaking or cannot speak.

## 2.11 Governance Evaluation

The Deacons are responsible for formally evaluating the governance of the Church and, by extension, themselves. The Deacons will, therefore, routinely and consistently evaluate the Deacons' process (conduct and behavior) and products (policies), at least annually.

### 2.11.1 Deacons' Evaluation

On a consistent and routine basis, the Deacons will evaluate the Deacons' collective conduct and behavior by comparing the Deacons' actions with their governance policies.

### 2.11.2 Evaluation of Deacons' Policies

The Deacons will routinely and consistently evaluate and update all of the Deacons' policies (including The Purposes of the Church, Governance Process, Deacons-Lead Minister Relationship, and Lead Minister Limitations) to ensure they state what the current Deacons want each policy to state.

## 2.12 Leadership Council

The Leadership Council will work closely with the Lead Minister to interpret The Purposes of the Church and develop programs to advance them. It will also assist the Lead Minister in ensuring that Congregational practices and operations stay within the Limitations.

### 2.12.1 Leadership Council Members

Leadership Council members consist of two groups, voting and non-voting.

#### *2.12.1.1 Voting Members*

The voting members of the Leadership Council include:

A. Chair (elected at large)
B. Chair-Elect (elected at large)
C. Secretary (elected at large)
D. Board Chairs (elected at large)
E. Archivist (elected at large)

#### *2.12.1.2 Non-voting Members*

Others who will interact with the Leadership Council when requested by the Lead Minister and Leadership Council Chair include:

A. The Clergy
B. Staff relating to program and operations
C. Treasurer
D. Executive Director

### 2.12.2 Leadership Council Job Description

The Leadership Council acts with the Lead Minister to:

A. Interpret The Purposes of the Church set by the Deacons and develop goals and strategic plans to make appropriate progress on The Purposes of the Church, and align the work of the boards with these goals and strategic plans.

B. Communicate regularly with the Deacons regarding the strategic vision for operational direction and alignment with The Purposes of the Church and Limitations.

C. Approve a slate of nominees for board members that ensures broad Congregational participation and brings members' gifts into Church service. Board members shall

serve no more than two three-year terms without a break from service. If a board member serves a partial term due to the departure of a prior board member, the new board member may serve two three-year terms following the partial term without a break from service.

D. Handle conflicts of interest for Elected Church Leaders (other than the Deacons). See Governing Policy 2.6.1.

E. Ensure continuity for the Council and the board chairs by:
    a. Identifying interested Church members and facilitating their involvement through board membership, leadership opportunities, and occasional workshops (e.g., how to run efficient meetings, transformational leadership in volunteer organizations, etc.).
    b. Building a culture of development so that board membership is an opportunity for growth as well as service.
    c. Providing clear structure and responsibilities for each board with overall accountability to the Leadership Council.
    d. Incorporating Plymouth's spiritual, loving, relevant, and transforming essence into Leadership Council and board work and meetings.

### 2.12.3 Roles of Leadership Council Members

Members of the Leadership Council have specific roles to fulfill.

#### *2.12.3.1 Role of the Chair*

The Chair provides lay leadership of the Leadership Council. In collaboration with the Lead Minister, the Chair:

- Convenes Leadership Council meetings (establishes the agenda, sends out meeting notices, determines who will facilitate what parts of the meeting agenda, assigns tasks, etc.).
- Ensures that Leadership Council members have the leadership development they need for themselves and their board members.
- Ensures that the Leadership Council is accountable for its work.

#### *2.12.3.2 Role of the Chair-Elect*

The Chair-Elect assists the Chair with the Chair's duties so that the Chair-Elect is ready to assume the duties of Chair in the following year. In the absence of the Chair, the Chair-Elect will preside over meetings of the Leadership Council. The Chair-Elect chairs the Standing Nominating Committee. The Chair may also assign additional support duties to the Chair-Elect.

#### *2.12.3.3 Role of the Secretary*

The Secretary ensures that Leadership Council records are accurate.

The Secretary:

- Keeps accurate meeting minutes.
- Sends draft meeting minutes to the Chair ~~and Lead Minister~~ within ten days after each Leadership Council meeting.
- Ensures Council-approved minutes are archived.

### *2.12.3.4 Role of the Board Chairs*

The board chairs ensure that their board's operational work helps achieve The Purposes of the Church. They:

- Lead the work of their board, including the orientation and development of its members.
- Take information about the Congregation's work as a whole back to their whole board to guide their work.
- Raise issues of strategic importance that the Leadership Council may want to pass along to the Deacons to consider.
- Gather monitoring information the Lead Minister needs to provide to the Deacons.
- Bring operational issues needing a system-wide assessment to the Leadership Council to consider.
- Fill a vacancy on their board through consultation with board members and approval by the Leadership Council when a vacancy occurs between annual meetings. Such board appointments serve until the next annual meeting of the Congregation.

### *2.12.3.5 Role of the Archivist*

The Archivist provides historical records and perspective to the Congregation, Deacons and Leadership Council and contributes to an archival records collection according to professional standards. Membership on the Leadership Council enables the Archivist to anticipate and prioritize subject matter for future historical preservation.

### *2.12.3.6 Role of the Lead Minister*

The Lead Minister, as the person ultimately accountable to the Deacons for progress on The Purposes of the Church and for staying within the Limitations, is the final authority on the Leadership Council and is the Deacons' primary link to the work of the Leadership Council. The Lead Minister will work to involve all Leadership Council members to the greatest extent possible in the work of the Church and will actively widen the circles of authority and accountability.

### *2.12.3.7 Role of Other Clergy*

The other clergy on the Leadership Council:

- Collaborate with the board chairs in the areas they support to provide leadership and direction to their boards.

- Support the Lead Minister with progress on The Purposes of the Church and staying within the Limitations.
- Provide additional perspective on Leadership Council issues.

### 2.12.4 Performance Monitoring

The Leadership Council supports the Lead Minister's accountability to the Deacons with progress on The Purposes of the Church and staying within the Limitations.

The Leadership Council will:

- Determine the operational interpretation of the Purposes of the Church and Limitations that include metrics and indicators which demonstrate progress on the Purposes of the Church that also align with Deacons' policies.
- Gather the data the Deacons need in order to know that their policies are being followed.
- Provide an annual report to the Congregation on the Leadership Council's work for the year.

### 2.12.5 Leadership Council Self Evaluation

Leadership Council members will hold each other accountable for the work of the Leadership Council in spiritual, loving, relevant, and transforming ways. The Lead Minister, Chair, and Chair-Elect will determine an annual process for the Leadership Council to reflect on its work as a whole and as individuals in alignment with these policies and report to the Deacons on the results.

### 2.12.6 Seven Boards

Seven Boards will work with the Lead Minister, other clergy and staff to guide the operational work of the Church, in alignment with The Purposes of the Church and Limitations and Leadership Council objectives and policies. All board work will be done in a spiritual, loving, relevant and transforming manner. While most Church committees and activities will be connected with and overseen by a board, this does not restrict the Leadership Council from establishing specific task groups or cross-functional groups to address operational issues, concerns, or new activities that require input and involvement from more than one board. In addition, the Leadership Council may adjust the areas of accountability listed for each board below as necessary to better fulfill the Purposes of the Church.

#### *2.12.6.1 Arts*

The Board for the Arts aligns Plymouth Church's arts ministries and expressions with the Purposes of the Church. The board initiates, develops, and sustains programs in the performing, literary, visual, and decorative arts for the benefit of the congregation and the community at large—excluding activities that relate to the worship services of the Church. This includes but is not limited to the oversight and management of the gallery, theater, literary programs and other performances, art acquisitions and maintenance, and music programs other than that of the worship

service. The board also provides a representative to the Facilities Management Committee.

### *2.12.6.2 Community Life*

The Board of Community Life ensures that the actions of the Congregation to welcome and care for one another outside of worship services will help advance the Purposes of the Church. This includes oversight of small groups, support ministries and new member sessions.

### *2.12.6.3 Finance and Administration*

The Board of Finance and Administration ensures that Plymouth Church's finances, facilities management, and operating practices support the Purposes of the Church, and keeps the Church on a path of financial sustainability. It maintains policies and procedures regarding financial stewardship, commingled fund investments, liquidity, accounting, budgeting, records retention including Archives, and restricted fund management. Together with staff, it is responsible for developing operating and capital budgets, including compensation, monitoring performance and financial statements monthly, and overseeing the annual audit. Committees it oversees: Archives, Facilities Management, Financial Stewardship, Human Resources, Investments, and Technology Management.

### *2.12.6.4 Justice Action*

The Board for Justice Action is the Congregation's voice for justice in the public sphere. It clarifies Plymouth's moral stance on justice issues; creates focused, time-limited justice action teams; and engages the Congregation in direct policy opportunities. It responds quickly to issues as they arise, galvanizing members to be a visible, compelling, and effective presence in the community. Collaborating with the Board of Outreach, it identifies issues that may need a more sustained commitment.

### *2.12.6.5 Outreach*

The Board of Outreach connects the Congregation with Plymouth's wider community in multiple ways, including acts of service that address the immediate needs of its neighbors, and through discerning where and how to share the Congregation's financial resources through the dedicated Community Fund. The Board of Outreach ensures that its activities are aligned with and advance the purposes of the Church. Work includes but is not limited to the oversight of activities related to human and environmental justice, peace for its neighborhood and beyond, and our benevolence contributions.

### *2.12.6.6 Spiritual Formation*

"The Board of Spiritual Formation ensures that Spiritual Formation offerings at Plymouth Congregational Church facilitate inspiration and engagement of all ages to nurture courageous spiritual growth. This includes but is not limited to the oversight

and management of all education and enrichment programs offered to members. This is accomplished by:

- Providing opportunities to explore spiritual practices, ideas, and traditions,
- Fostering relationships and inclusive community with each other and the divine, and
- Empowering each other to live out Plymouth's progressive values in the world."

#### *2.12.6.7 Worship*

The Board of Worship, in collaboration with the Lead Minister, ensures excellent and welcoming worship that helps realize the Purposes of the Church. It works with clergy and staff to coordinate all aspects of worship and includes but is not limited to the oversight and management of worship. To this end, the Board of Worship's purview includes worship services, schedules, and the music, furnishings, appointments and flowers of the worship space, sacramental life, and worship hospitality.

### 2.12.7 Definitions of Committees, Task Forces, Working Groups, and Programs

Much of the work of Plymouth Congregational Church and its Boards, Leadership Council and Deacons is carried out by lay groups aligned with the current governance structure and the Purposes of the Church. A lay group is aligned with an elected Leadership entity to help ensure the actions of the Church contribute to the Purposes of the Church. These lay groups include:

#### 2.12.7.1 Committees

Committees act as extensions of Boards and are established by Boards to carry out essential functions. A Board develops a Committee's job description, terms of service, and limitations (scope), and ensures there is a designated Chair. Committee Chairs must be members of the Congregation, but other participants need not be members. Primary tasks of Committees include recruiting, training, and supporting volunteers. Committees submit an annual update to the Board and may submit formal minutes to be recorded in Plymouth electronic records and the Archives.

Examples of Committees: Facilities Management, and Human Resources, of the Board of Finance and Administration, Gallery Committee of the Board for the Arts, and Sunday Forum Committee of the Board of Spiritual Formation.

#### 2.12.7.2 Task Forces

Task Forces are appointed by the Deacons, Leadership Council, or a Board to accomplish a specific charge within a specific timeline and with a clearly defined goal(s), limitations, and budget. Task Forces are established to accomplish work that is either 1) beyond the Board's, Deacon's, or Leadership Council's resources or 2) work covering the responsibilities of two or more Boards. Members are appointed by the Deacons, Leadership Council, or a Board and serve until the Task Force is dissolved. The Task Force operates

under a written charter with expectations for accomplishments and reporting. The Chair must be a member of the Congregation, but other participants need not be members unless the written charter specifies otherwise.

Examples of Task Forces: Transition Planning Task Force, Growth Task Force, Campus Task Force 1.0 and 2.0

**Committees and Task Forces adhere to the following parameters:**

- There must be a liaison who is a member of and reports to either the Deacons, Leadership Council or a Board.
- There must be a chair for each committee/task force.
- There must be a job description approved by the liaison that is renewed at the start of the program year and that names the chair, identifies the scope of the work and describes if the committee or task force is still active.
- Any budget for the committee or task force comes through the liaison.
- The chair submits an annual report by April 15 to the liaison and the archives summarizing its work for the year.

### 2.12.7.3 Working Groups

Working Groups are formed for the primary purpose* of fellowship, service, or learning. The specific mission and purpose of each Working Group is approved by a Board, and the Working Group is held accountable to its stated purpose by that Board. There are no terms of service, and anyone can be a part of a Working Group, whether a member or non-member of Plymouth. Working Groups structure their work according to their own mission and purpose. They report annually to their associated Board on progress and issues and may record informal minutes for group communication.

Fellowship: The primary purpose of Fellowship Groups is to develop friendships and enjoy one another's company. Examples: Fellowship Hour, One-More Chair, Groups that are independently formed by members to foster fellowship and social activities are autonomous and are encouraged but are not included in Plymouth's Governance Policies. Examples: Adventurer Group, Curiosity Club.

Service: The primary purpose of Service Working Groups is to work on projects that benefit the church or the wider community. Examples: Meals on Wheels, Third Sunday Meal, 50-year member reunion.

Learning: The primary purpose of Learning Working Groups is to deepen understanding, knowledge, or insight into topics of interest.

### 2.12.7.4 Programs

Programs are areas of ministry that require clergy and/or staff or strong lay leader engagement. Programs will be endorsed by Boards and by the Leadership Council to help ensure that staff, finances, and members of the congregation are not

overextended. A Board develops a job description for the program. The program submits an annual report to the Board.

Examples of Programs: Peace Camp, Choir School, Drop-In Center

## 2.13 Nominating Committee and Elected Leaders

The Nominating Committee is to be a standing committee that reports to the Leadership Council, comprised of two Deacons (selected by the Deacons), the Chair-Elect and a member of the Leadership Council (selected by the Leadership Council), a minister, and two at-large members of the Congregation (selected by the Leadership Council). The Chair-Elect of the Leadership Council serves as chair of the Nominating Committee. All ministers will be invited to attend each meeting. The Deacon and At-Large members of the committee will serve staggered two-year terms. Elected leaders' terms shall commence on the first day of July following their election at the Annual Meeting.

The Nominating Committee will put forth the slate of nominees for the following positions:

### 2.13.1 Deacons

Deacons serve a 3-year term, which may be repeated once.

### 2.13.2 Officers

- Moderator, in accordance with Deacons' recommendation. The Moderator serves a 1-year term. The Moderator must be a current Deacon. In the event that the Moderator is not available to perform his/her duties, the Deacons will choose a designee . On July 1, 2027, the Moderator-Elect shall assume those functions.
- Moderator-Elect, in accordance with Deacons' recommendation. The Moderator-Elect must be a Deacon and serves a 1-year term to then be nominated in the following year and elected by the congregation to serve a 1-year term as Moderator.
- Clerk, in accordance with Deacons' recommendation. The Clerk serves a 1-year term, which may be repeated .
- Treasurer, ~~i~~n accordance with Deacons' recommendation. The Treasurer serves a 1-year term, which may be repeated.

### 2.13.3 Operational Leaders

- Chair and Chair-Elect of the Leadership Council. The Chair and Chair-Elect serve 1-year terms. The Chair-Elect becomes the Leadership Council Chair the following year.
- Secretary of the Leadership Council for a 1-year term, which may be repeated.
- Archivist for a 1-year term, which may be repeated.
- Chairs for each Church Board for a 1-year term, which may be repeated once in succession.

### 2.13.4 Board Members

Members of a board serve a 3-year term, which may be repeated once in succession.

# 3 Deacons-Lead Minister Relationship

The Deacons' official connection to Church operations, achievements, and conduct will be through the Lead Minister. This clear distinction between the Deacons' function and the executive function is essential for effective governance of the Church. This understanding will clarify who makes decisions, lead to transparency in decision-making, and build trust among members and between members and staff.

## 3.1 Quality of Relationship Between Deacons and Lead Minister

Consistent with Plymouth Church's values, the relationship between the Deacons and the Lead Minister will be based in mutual trust, respect, and support.

### 3.1.1 Working Relationship

Deacons and Lead Minister will work collaboratively together, discerning their respective roles and shared values, and engage each other in deep dialogue with open minds and hearts.

### 3.1.2 Freedom of the Pulpit

Nothing in any of the Deacons' governing policies shall be construed as limiting the freedom of the pulpit.

## 3.2 Unity of Control

Only decisions of the Deacons acting as a body are binding on the Lead Minister.

### 3.2.1 Lack of Authority in Individual Deacons

Decisions or instructions of individual members of the Deacons, officers, or committee members are not binding on the Lead Minister, except when the Deacons have specifically authorized the exercise of such authority. Informal meetings may occur between Deacons' members and the Lead Minister for the purpose of exchanging information and seeking advice, but not for Deacons' members to give instruction or direction to the Lead Minister.

### 3.2.2 Right of Refusal for Individual Requests

In the case of individual Deacons or committees requesting information or assistance without the full Deacons' authorization, the Lead Minister can refuse such requests that require, in the Lead Minister's opinion, a material amount of staff time or funds, or are disruptive.

### 3.2.3 Moderator's Role in Enforcement

The Moderator is responsible for enforcing this policy.

## 3.3 Accountability of the Lead Minister

The Lead Minister is the Deacons' link to operational achievement and conduct, so that authority and accountability of paid and volunteer staff, as far as the Deacons are concerned, are considered the authority and accountability of the Lead Minister.

### 3.3.1 Deacons Refrain from Instructing Staff

The Deacons will refrain from giving instructions to persons who report directly or indirectly to the Lead Minister.

### 3.3.2 Deacons Refrain from Evaluating Staff

The Deacons will refrain from evaluating, either formally or informally, any staff other than the Lead Minister.

### 3.3.3 Reporting Relationships

The Lead Minister reports to the Deacons. All other called clergy report to the Lead Minister who will be their direct supervisor. The Lead Minister, in consultation with the Executive Director and Human Resources Committee, will decide other reporting relationships. Clergy and employees will follow their employment agreement, Plymouth's Bylaws and Governing Policies, the Employee Policy and Procedure Manual, and applicable law.

#### 3.3.3.1 Complaints or Concerns

If an employee has a complaint or concern about their job or work environment, it shall first be discussed with their direct supervisor unless the supervisor is the issue and is unable or unwilling to seek resolution. If not resolved, the next step is to discuss it with the Executive Director unless the ED is the issue and is unable or unwilling to seek resolution. If not resolved, the next step is to discuss it with the Human Resources Committee unless the HRC is the issue and is unable or unwilling to seek resolution. If not resolved, the next step is to discuss it with the Lead Minister unless the Lead Minister is the issue and is unable or unwilling to seek resolution. If called clergy have a concern or complaint that cannot be resolved with the Lead Minister or Executive Director, they may bring it to the Moderator and Chair of the Human Resources Committee.

## 3.4 Delegation to the Lead Minister

The Deacons will instruct the Lead Minister through written policies that identify The Purposes of the Church the organization should achieve and describe any Limitations on how those Purposes of the Church can be achieved. The Deacons will allow the Lead Minister to use any reasonable interpretation of these policies.

### 3.4.1 Role of Limitations

The Lead Minister may use any legal or ethical practices or methods to achieve The Purposes of the Church, except as limited by the boundaries of the Lead Minister Limitations.

### 3.4.2 Lead Minister's Relationship of Authority with the Deacons

The Lead Minister's authority does not extend to creating, supervising, or otherwise directing the Deacons as a body, the Moderator, individual Deacons, or Deacons'

committees. Nothing in this policy is intended to interfere with mutual dialogue about the understanding of and need for Deacons' policies.

### 3.4.3 Reasonable Interpretation

The Deacons will respect and support the Lead Minister's reasonable interpretation of their policies while they are in effect. However, the Deacons may change their policies when and if they see the need to change them.

## 3.5 Monitoring Lead Minister Performance

The Deacons will systematically monitor the Lead Minister performance, using as their criteria organizational accomplishment of the Purposes of the Church and organizational operation within the boundaries of Lead Minister Limitations.

### 3.5.1 Definition of Monitoring Data

Only data that show the degree to which policies are being met are considered to be monitoring data.

### 3.5.2 Sources of Monitoring Data

The Deacons may obtain monitoring data in one or more of three possible ways:

1. Internally from the Lead Minister.
2. Externally from an objective third party (for example, auditor, consultant, or counsel).
3. Direct assessment by the Deacons.

### 3.5.3 Monitoring Schedule

The Deacons will monitor all policies that instruct the Lead Minister at a frequency and by a method of their choosing. The Deacons can monitor any policy at any time but will ordinarily depend on a routine schedule. (See MONITORING CHART 3.5.5.)

### 3.5.4 Reasonableness

The Deacons will determine (a) whether the Lead Minister's policy interpretation is reasonable and (b) whether the data show compliance with the policy within that interpretation. The Deacons determine reasonableness using a "reasonable person" standard.

### 3.5.5 Monitoring Efficiency

Monitoring will be as efficient as possible, so that meetings can focus on creating the future rather than reviewing the past. The monitoring process can also be helpful in raising new and powerful questions about the Church's future, and the Deacons will find appropriate agenda time to address these questions.

**MONITORING CHART: Frequency and Method of Regular Monitoring**

| Policy Name | Method | Frequency |
|---|---|---|
| The Purposes of the Church Statements (Program Outcomes) | Internal Report | Monthly |
| | Direct Assessment | Annually |
| Lead Minister Limitations | Internal Report | Semi-Annually |
| | External Report (Audit) | Annually (spring) |
| Staff/Volunteer Treatment | Internal Report | Monthly |
| | Direct Assessment | Annually (including grievance procedures) |
| Compensation and Benefits | Internal Report | Annually (summer) |
| Financial Planning | Internal Report (planning) | Quarterly |
| | Direct Inspection | Annually (fall) |
| Financial Condition | Internal Report | Monthly |
| | External Report (Audit) | Annually |
| Asset Protection | Internal Report | Every 3 years (or more frequently as determined by Deacons) |
| | External Report (Audit) | Annually (spring) |
| Conflict of Interest | Internal | Annually |
| Lead Minister Communication and Support to the Deacons | Internal | Semi-Annual |
| Facilities Planning | Internal | Semi-Annual |

## 3.6 Compensation and Position Description

The Deacons set the compensation, benefits, and position description of the Clergy.

### 3.6.1 Compensation Components

Ministerial compensation consists of salary (including housing allowance) and benefits as outlined in the Letter of Call.

### 3.6.2 Salary Review

The Deacons will annually review the salary of the Lead Minister and salaries for Associate Ministers recommended by the Lead Minister, and consider adjustments relative to current financial conditions and performance.

### 3.6.3 Compensation Records
The Deacons will maintain records of ministerial compensation adjustments.

### 3.6.4 Position Description Updates
The Deacons will update and document the Lead Minister's position description annually.

## 3.7 Procedure for Policy Violations

The Deacons will determine a course of action when it becomes aware of policy violations.

### 3.7.1 Notifying the Lead Minister

When the Deacons determine through means other than the Lead Minister that a policy violation by the Lead Minister has occurred, it will inform the Lead Minister.

### 3.7.2 Plan for Remediation

When there is a policy violation, the Deacons will request that the Lead Minister present for approval, at the next Deacons' meeting, a written plan to remediate the violated policy within a specified timeframe.

### 3.7.3 Action After Remediation Period

If, after the specified period of time, the policy violation has not been corrected, additional written documentation of non-compliance will be placed on file.

### 3.7.4 Suspension and Notifying the Congregation

If the policy violation continues, the Deacons may consider suspension and determine how to notify the Congregation.

### 3.7.5 Termination

If the situation remains unresolved, a termination process will be initiated. The Deacons will:

I. Recommend to the Congregation that the Lead Minister be terminated for continued policy violation.
II. Call a meeting of the Congregation in compliance with Plymouth Church Bylaws Article VIII regarding removal of the Lead Minister.

### 3.7.6 Egregious Violations

If the Deacons determine that the violation is egregious, an alternative process will be designed, commensurate with the severity of the violation. At any point in either process, outside counsel may be engaged.

# 4 Lead Minister Limitations

Although these Limitation Policies only name the Lead Minister, the Congregation shares these commitments and responsibilities and has the ultimate responsibility for the Church. The Congregation exercises this responsibility through the Lead Minister, who cannot do all these things alone, but is the person who helps execute these intentions and ensures these Limitations are followed. The Deacons will hold the Lead Minister ultimately accountable for the Congregation and staff following these Limitations.

The Lead Minister shall not cause or knowingly allow any organizational practice, activity, or circumstance that is unlawful, imprudent, or in violation of commonly accepted Church management practices and professional ethics.

## 4.1 Treatment of Members, Visitors, and Friends

The Lead Minister shall ensure that conditions are welcoming, safe, and respectful to members, friends, and visitors.

## 4.2 Confidentiality

The Lead Minister shall protect the confidentiality of information, records, and communications of Plymouth Church, its members or staff, and shall not allow unauthorized third persons access to these data.

## 4.3 Membership

The Lead Minister shall ensure members are aware of the meaning and expectations of membership in Plymouth Congregational Church, which includes a covenant to:

1. Participate, insofar as they are able, in worship and governance
2. Join and care for the fellowship of the wider church
3. Support the mission of the Church with pledges of prayer, time, talent, money, and resources.

## 4.4 Church Groups

The Lead Minister shall ensure that Church groups (Deacons, Leadership Council, boards, committees, task forces, and other groups) operate with appropriate approval.

Accordingly, the Lead Minister shall not:

1. Permit Church groups to operate in ways that are not consistent with the Church's mission, values, policies, and Congregational covenant.
2. Permit Church groups to operate in a manner that is not consistent with Plymouth's legal and contractual obligations.

## 4.5 Treatment of Staff

With respect to the treatment of paid and volunteer staff, the Lead Minister shall ensure conditions that are safe, professional, and respectful.

Accordingly, the Lead Minister shall not:

1. Operate without written personnel policies that clarify expectations of staff or fail to provide staff with a written copy of these policies.
2. Allow the Church's at-will employment status to be jeopardized.
3. Prevent an employee from grieving to the Deacons when that employee alleges that a Governing policy has been violated to his or her detriment and when internal procedures to rectify the situation have been exhausted.
4. Base decisions about existing or potential staff on anything other than clearly job-related criteria, individual performance, or individual qualifications.

## 4.6 Protection of Assets

The Lead Minister in collaboration with the Executive Director, Board of Finance and Administration and, Treasurer shall ensure that the assets of the Church are protected from risk, adequately maintained, and appropriately used.

Accordingly, the Lead Minister shall not:

1. Fail to insure reasonably against theft and casualty losses, corporate liability, and personal liability of Deacons' members, Officers, and staff.
2. Expose the Church, Deacons, Officers, staff or volunteers unnecessarily to claims of liability.
3. Risk the nonprofit status of the Church.
4. Risk the reputation of the Church as an ethical organization of high moral standards within the community.
5. Allow historic assets, archival collection, intellectual property, and Church records to be exposed to potential loss or significant damage.
6. Allow Church facilities to be used by groups and individuals in ways not sanctioned by written operational procedures.
7. Allow groups and individuals to use the name of the Church, its banner, logo, or its website in ways not sanctioned by written policies.
8. Receive, process, or disperse funds under controls insufficient to meet the Deacons' appointed auditor's standards, other governmental standards, or regular business standards and practices.
9. Purchase goods or services without reasonable protections against conflict of interest, without appropriately soliciting comparative prices, bids, or proposals, or without balancing reasonable factors such as cost, benefit, and quality.
10. Subject facilities, premises, and equipment to improper wear and tear or to insufficient preventative maintenance or needed repairs.
11. Invest or hold operating capital in insecure instruments.

## 4.7 Financial Planning and Budgeting

The Lead Minister shall not:

1. Approve or authorize financial plans and budgets that contain insufficient detail to enable projection of revenues and expenses, clear separation of capital and operational items, cash flow analysis, and disclosure of planning assumptions.
2. Present a financial statement without a corrective action plan if a significant unfavorable operating gap is forecast for year end.
3. Operate without a 10-year facilities management plan which is reviewed and updated at least annually.
4. Operate without a 10-year financial model, synchronized with the budget process, updated periodically for significant events, and communicated at least annually to the congregation.
5. Fail to keep the congregation periodically informed of financial performance.

## 4.8 Financial Management

The Lead Minister shall protect the integrity of the Church's financial wellbeing, and in operating the Church, will adhere to the actual expenditures from Deacons' priorities established in the Purposes of the Church.

Accordingly, the Lead Minister shall not allow the Church to:

1. Operate without an Investment Policy Statement guiding the prudent investment of Commingled Funds.
2. Operate without following Financial Policies and Procedures written to guide prudent management of church operations.
3. Operate without adequate accounting controls and procedures that are reviewed periodically.
4. Expend more funds than as provided in the Commingled Fund policy (4.9 below)
5. Allow cash to drop below the amount specified in the Liquidity Policy (Sec. 2.8 Financial Policies and Procedures).
6. Assume any debt without Deacons' approval.
7. Make loans.
8. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
9. Expend any restricted or designated funds for purposes other than those established when received.
10. Acquire, encumber, or dispose of real property without prior Deacons' approval and Congregational approval as set out in Bylaws Article IX.
11. Fail to pursue unpaid non-pledge receivables after a reasonable amount of time.
12. Fail to appropriately pursue unpaid capital campaign pledges after a reasonable amount of time. (Estimates of "annual giving" are not considered pledges or firm commitments.)

## 4.9 Long Term Investments in the Commingled Fund

Plymouth Church has received significant donations and contributions for long term objectives since its inception. The accrued balance of these contributions, sometimes referred to as "the

endowment," include bequests, memorials and other gifts, some restricted for special purposes (Special Purpose Funds), some where the principal cannot be spent, (the Endowment Fund), and some unrestricted for "best use." Deacons, at their discretion or through delegation to the Board of Finance and Administration have "board designated" most unrestricted gifts. The resulting combination, regardless of any underlying restriction, has been invested in a single Commingled Fund, managed by an investment advisor.

These Commingled Funds represent a substantial financial resource to secure Plymouth's unforeseen future needs as well as to sustain Plymouth's ongoing operations. The highest priorities of the Commingled Funds are to:

1. Fund those programs specified by donor restrictions.
2. Maintain and preserve Plymouth's physical plant, making capital expenditures and building improvements not funded in the operating budget.
3. Balance the Operating Budget as required.
4. Fund additional expenditures necessary to implement strategic initiatives.

### 4.9.1 Protecting Long Term Investments

Accordingly, the Lead Minister shall not:

1. Propose an annual Operating budget that exceeds 4% of the Available Commingled Fund, per the calculation described in Financial Policies and Procedures.
   (a) Proposing more than this percentage requires Deacons' approval.
   (b) If adverse variances during the fiscal year suggest that, at year end, the approved percentage will be exceeded by one percentage point or more; Deacon's approval is required and a corrective action plan developed.
2. Manage the Commingled Fund without adhering to the Investment Policy Statement.
3. Invest in ways inconsistent with Plymouth's values.
4. Rely on commingled fund principal as the sole source of funding Capital Expenditures
5. Use the assets for any purpose other than to support the work of Plymouth Congregational Church as articulated in the Plymouth Statement of Purposes.

## 4.10 Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Lead Minister shall maintain financial integrity.

Accordingly, the Lead Minister will not:

1. Modify his/her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that:
   a. deviate materially from the geographic or professional market for the skills employed.
   b. create obligations over a term longer than revenues can be safely projected.
4. Establish compensation and benefits so as to cause unpredictable or inequitable situations, including those that:
   a. incur unfunded liabilities.

b. provide less than some basic level of benefits to all full-time employees, though differential benefits reflecting market conditions or other appropriate factors are not prohibited.
c. allow any employee to lose benefits already accrued from any foregoing plan.

## 4.11 Fundraising

The Lead Minister shall ensure that any fundraising activities on behalf of the Church are properly authorized.

Accordingly, the Lead Minister shall not:

1. Allow unauthorized individuals and groups to apply for grants on behalf of the Church from outside funding agencies.
2. Allow fundraising activities by individuals and groups that do not adhere to consistent and accessible fundraising guidelines set by the Lead Minister.

## 4.12 Communication and Support of the Deacons

The Lead Minister shall ensure that the Deacons are informed and supported in their work.

Accordingly, the Lead Minister shall not:

1. Permit untimely, inaccurate, or incomprehensible monitoring reports when requested and scheduled by Deacons.
2. Allow the Deacons to be uninformed of any actual or anticipated noncompliance with any of The Purposes of the Church or Lead Minister Limitations policy of the Deacons regardless of the Deacons' monitoring schedule.
3. Allow the Deacons to be unaware of the Lead Minister's opinion that the Deacons are not in compliance with the Bylaws or their own policies.
4. Allow the Deacons to be unaware that the Lead Minister considers the Deacons to be acting to the detriment of the relationships among the Deacons, the Congregation, and the Lead Minister.
5. Allow Deacons' policies and other official documents including archives to be inaccessible to Church members or staff.
6. Allow the Deacons to remain uninformed of Congregational concerns brought to the attention of the Lead Minister.
7. Allow the Deacons to be uninformed about the spiritual and theological implications of their work.

## 4.13 Emergency Lead Minister Succession

The Lead Minister must have in place a contingency plan covering both short-term and long-term absence of the Lead Minister. The Lead Minister will apprise the Deacons of the succession plan.