

ARBOR HEIGHTS COMMUNITY CHURCH CHURCH LEADERSHIP BOARD POLICIES

(Adopted 1-11-15)

The Arbor Heights Community Church (AHCC) Church Leadership Board (the Board) is empowered by the C&MA Constitution, AHCC By-laws, AHCC member vote and, we pray, the Holy Spirit to manage the affairs of AHCC between Annual Meetings.

To accomplish this task, the Board has approved these Policies, meant to provide clarity as to the operational management of church resources and to guide the use of these resources toward accomplishing the AHCC mission.

The AHCC Board Policies are as structured as follows:

Section 1 Ministry Outcomes

Section 1 is a set of policies that define the biblical mission and vision of AHCC and establish the ministry outcomes of the church.

Section 2 Church Leadership Board Process

Section 2 is a set of policies that address how the Board operates, makes decisions, and how each member is accountable to the others.

Section 3 Senior Pastor Expectations

Section 3 is a set of policies that specify the Board's expectations for the Senior Pastor, the means for evaluating the Senior Pastor, and the standards and required procedures for financial accountability.

Section 4 Church Leadership Board Delegation

Section 4 is a set of policies that specify how the Board delegates operational authority and monitors the outcomes of the exercise of that authority.

These Policies were initially adopted by a unanimous Board vote on January 11, 2015 and take effect immediately thereafter. Amending any policy or creating new policies remains the purview of the Church Leadership Board. Any such action requires a unanimous vote by the Board. All such votes will be recorded in Board minutes and will be effective immediately upon approval.

SECTION 1 Ministry Outcomes

Policy 1

The mission of Arbor Heights Community Church is to receive and participate in the mission of Jesus to reconcile, heal, and transform to the glory of God.

Policy 2

Our vision: we see true community as being the immediate fruit of being with Jesus and being on mission with Him in the lives of others—a church that continually reflects what He has done and is fully occupied in what He is presently doing.

By:

1. Loving and trusting God with all of our heart, soul, and might (Deut. 6:5).
2. Seeking and surrendering to the ongoing work of Christ in our lives (Eph. 2:10).
3. Being disciples that are being equipped for Christ-like living and ministry Eph 4:11-13).
4. Knowing that community for us is both receiving and giving (Ro. 1:11-12).
5. Embracing our part relationally and functionally in the Body of Christ (1 Cor. 12:12-27; 14:26).
6. Joining Jesus in His work of reconciliation, healing and transformation in West Seattle and around the world (Mt. 28:19).
7. Living together in a loving, grace-filled, growing, and fruitful community (1 Jn. 4:7-11).

Policy 3

Our values: we hold the following as the core values of our faith community:

Surrender – we value total surrender to the sovereignty of Jesus Christ for His work in us and through us.

People – we share Jesus’ love for the saints, the lost, broken & disenfranchised; these are precious to us.

Relationships –we desire healthy relationships that can be realized in community, family and marriage.

Authenticity – we value a community where one can be who they are

Communion – we value corporate prayer, worship, God’s word, the sacraments and the ministry of the body.

Unity – we long to be significantly connected to each other and the church; we are committed to realize spiritual synergy.

Dependence – we readily acknowledge a full dependency on the Holy Spirit in our lives and for our ministry with Him.

Fundamentally, we hold in common our love for God who is our precious Creator, Savior and Lord, that has filled us with His Spirit which allows us to live our lives with Him and for Him.

SECTION 2

Church Leadership Board Process

Policy 4

The Church Leadership Board shall be considered the Board of Directors for the purposes of all laws of incorporation of the State of Washington. It shall exercise all other powers conferred by applicable laws. The Church Leadership Board is the Governing Authority at Arbor Heights Community Church in conformity with the C&MA Constitution and shall be responsible for the affairs of the church between Annual Meetings.

The purpose of the Church Leadership Board, on behalf of AHCC Church Membership, is to see to it that the church (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.

Policy 5

The Church Leadership Board will govern lawfully with an emphasis on a) collective listening to the Holy Spirit, b) outward vision for ministry, c) encouragement of diversity in viewpoints, d) strategic leadership, e) a clear distinction between Church Leadership Board and Senior Pastor roles, f) future orientation in the context of the past and present, and g) proactive leadership.

Accordingly:

1. The Church Leadership Board will strive continuously for unity of the Spirit in all deliberations and consensus in all decisions. On occasion the Church Leadership Board may determine a topic needs to be considered at a later time.
2. The Church Leadership Board will cultivate a sense of group responsibility. The Church Leadership Board will initiate policy, as well as respond to Senior Pastor initiatives.
3. The Church Leadership Board will hold itself accountable for governing with excellence, which means the Church Leadership Board commits to govern by:
 - a) Seeking to hear the Holy Spirit's direction through the voices of all members.
 - b) Focusing its time and agendas on the achievement of Ministry Outcomes and other matters of policy.
 - c) Exercising group responsibility to assure that it and its members adhere to the values of these Church Leadership Board Policies.
 - d) Adhering to the clarity of roles as defined in the Church Leadership Board Delegation policies.
 - e) Supporting the decisions of the whole, even when holding a dissenting opinion.
 - f) Supporting the Senior Pastor as he works to achieve the Ministry Outcomes within the parameters the Church Leadership Board has defined in the Senior Pastor Expectations.
 - g) Attending to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability.

- h) Allowing no officer, member or committee of the Church Leadership Board to hinder or be an excuse for not fulfilling its commitments.
- 4. The Church Leadership Board will support the Senior Pastor as he inspires the congregation through clarity of vision and outcomes. The Church Leadership Board's major policy focus will be on the intended long-term impacts within the congregation and in the community.
- 5. Continuous Church Leadership Board development will include structured orientation of new Church Leadership Board members in the Church Leadership Board Process and periodic Church Leadership Board discussion of process improvement.
- 6. The Church Leadership Board will evaluate its processes and performance annually through a debriefing process. Self-evaluating will include comparison of Church Leadership Board activities and adherence to policies.

Policy 6

Specific goals of the Church Leadership Board, as an informed agent of the Membership, are to bring glory to God, to promote the spiritual health of the church, and to ensure effective ministry.

Accordingly, the Church Leadership Board has direct responsibility to:

1. Maintain membership of no less than five and no more than nine. The Church Leadership Board will determine the number of Members needed and communicate that need to the Nominating Committee prior to the Annual Meeting.
2. Include the Senior Pastor and non-paid Members of AHCC who are recognized as gifted and qualified to lead and who are serving in a ministry of the church. The Church Leadership Board may include both men and women, but must have a majority of currently serving Elders. One additional Member of the Pastoral Staff may serve as a non-voting participant at the discretion of the Senior Pastor.
3. Ensure each Church Leadership Board member satisfies the Scriptural standards for church leadership and has been a church member, in good standing, for at least one year prior to election to the Church Leadership Board.
4. Ensure each Church Leadership Board Elder has exercised spiritual leadership in the church for at least one year prior to election to the Church Leadership Board.
5. Maintain terms of service of three years beginning on the first day of the month following a vote from the Membership. Church Leadership Board Members may serve a maximum of two consecutive terms. Thereafter, after one year out of office, previous Church Leadership Board Members are eligible for reelection.

6. Create and evaluate governing policies to address the broadest levels of decision-making, such as:
 - a) Ministry Outcomes,
 - b) Church Leadership Board Process,
 - c) Senior Pastor Expectations, and
 - d) Church Leadership Board Delegation.
7. Ensure the link between AHCC Members and church operations is through the Senior Pastor.
8. Ensure Senior Pastor performance through evaluations based on Ministry Outcomes and Senior Pastor Expectations policies.
9. Ensure Church Leadership Board performance through evaluations based on Church Leadership Board Process and Church Leadership Board Delegation policies.
10. Ensure Church Leadership Board member review:
 - a) At any time the Church Leadership Board may review the service of a Church Leadership Board Member to determine continued qualification and compatibility with the direction, purposes, and functions of the church.
 - b) Discontinuance of the Church Leadership Board Member under review requires a unanimous decision of the other Church Leadership Board Members.
 - c) Each Church Leadership Board Member must be actively serving in the broader ministry of AHCC. Church Leadership Board Members shall personally affirm their qualifications each year during a designated Church Leadership Board meeting.
11. Ensure that Ministry Outcomes are the focus of the Church Leadership Board, Elders, and Ministry Leaders.

Policy 7

To accomplish its job with a governance style consistent with Church Leadership Board policies, the Church Leadership Board will follow an annual agenda that schedules a) continuing review, evaluating and refinement of Ministry Outcomes, b) linkage meetings with identified Ministry Leaders, c) evaluation of current policies, and d) activities to improve Church Leadership Board performance.

1. The planning cycle will conclude each year on the last day of December so that planning and budgeting can be based on accomplishing a one-year segment of the Church Leadership Board's most recent statement of Ministry Outcomes.
2. The planning cycle will start with the Church Leadership Board's development of its agenda for the next year including:

- a) Linkages with selected groups and persons whose insights and opinions will be helpful to the Church Leadership Board will be held throughout the year.
 - b) Education discussions on governance matters, including orientation of new Church Leadership Board members in the Church Leadership Board Process, and periodic discussions by the Church Leadership Board about means to improve its own process (will be arranged in the first quarter, to be held during the balance of the year).
 - c) Scheduled evaluation of all policies.
 - d) Evaluation of the Church Leadership Board.
3. Throughout the year, the Church Leadership Board will attend to consent agenda items as expeditiously as possible.
 4. The Church Leadership Board will vote to determine if evaluation reports have demonstrated fulfillment of a reasonable interpretation of the applicable policy.
 5. Remuneration of the Senior Pastor will be decided after a review of evaluation reports received at the end of each fiscal year and the Senior Pastor evaluation has been completed.

Policy 8

The Church Leadership Board Chair is appointed by the Senior Pastor from the Church Leadership Board Elders and confirmed by two-thirds of the Church Leadership Board and is specially empowered to assure the integrity of the Church Leadership Board's process and occasionally represents the Church Leadership Board to outside parties.

Accordingly:

1. The Church Leadership Board Chair has authority to:
 - a) Set the Church Leadership Board agenda in consultation with the Senior Pastor.
 - b) Convene and facilitate Church Leadership Board meetings with all the commonly accepted power of chair, such as ruling and recognizing.
 - c) Ensure that minutes of all congregational meetings and Church Leadership Board meetings are kept.
 - d) Lead the Church Leadership Board when the Senior Pastor is incapacitated or the position is vacant.
 - e) Ensure that the Church Leadership Board behaves consistently with its own policies within Church Leadership Board Process and Church Leadership Board Delegation.
 - f) Ensure meeting discussion content will be on those topics covered by Church Leadership Board policies.
 - g) Use any reasonable interpretation of the provisions in these policies.
 - h) Avoid or minimize information that is for neither evaluation nor Church Leadership Board decision-making and always note as such where appropriate.

- i) Ensure that deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
 - j) Represent the Church Leadership Board in announcing Church Leadership Board-stated positions, decisions and interpretations when it makes sense for the Church Leadership Board to be heard from directly rather than from the Senior Pastor.
2. The Church Leadership Board Facilitator does not have authority to:
- a) Supervise or direct the Senior Pastor.
 - b) Make decisions about policies created by the Church Leadership Board or the employment or termination of a Senior Pastor and in areas where the Church Leadership Board specifically delegates portions of this authority to others.

Policy 9

The Church Leadership Board commits itself and its members to Christ-like, ethical, and lawful conduct, including proper use of authority and appropriate decorum when acting as Church Leadership Board members.

1. Church Leadership Board Members must have loyalty to the membership, without conflict by loyalties to staff, groups or individuals within the church, other churches, and personal interest.
2. Church Leadership Board Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a) There will be no self-dealing or business by a member with the church.
 - b) When the Church Leadership Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent her or himself without comment from the deliberation and voting.
 - c) Church Leadership Board members will not use their Church Leadership Board position to obtain employment in the church for their self, family members, or close associates. Should a Church Leadership Board member apply for a church position, he or she must first resign from the Church Leadership Board.
3. Church Leadership Board Members may not attempt to exercise individual authority over the church.
 - a) Members' interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly Church Leadership Board authorized.
 - b) Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Church Leadership Board member to speak for the Church Leadership Board except to repeat explicitly stated Church Leadership Board policies or decisions.
 - c) Except for participation in Church Leadership Board deliberation about whether the Senior Pastor has achieved any reasonable interpretation of Church

Leadership Board policy, members will not express individual judgments of performance of employees of the Senior Pastor.

4. Each Church Leadership Board Member will:
 - a) Respect the confidentiality appropriate to issues of a sensitive nature.
 - b) Be properly prepared for Church Leadership Board deliberation.
 - c) Support the legitimacy and authority of Church Leadership Board decisions, irrespective of the member's personal position on the issue.
 - d) Actively participate in one or more church ministries.

Policy 10

Church Leadership Board committees, when used, will be assigned so as to reinforce the wholeness of the Church Leadership Board's job and so as never to interfere with delegation from Church Leadership Board to Senior Pastor.

Accordingly:

1. Church Leadership Board committees are to help the Church Leadership Board do its job, not to help or advise the staff. Committees ordinarily will assist the Church Leadership Board by preparing recommendations or findings for Church Leadership Board deliberation. In keeping with the Church Leadership Board's broader focus, Church Leadership Board committees will normally not have direct dealings with current staff operations.
2. Church Leadership Board committees may not speak or act for the Church Leadership Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Senior Pastor.
3. Church Leadership Board committees cannot exercise authority over staff.
4. Church Leadership Board committees are to avoid over-identification with identifiable groups within the church rather than the whole.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group which is formed by Church Leadership Board action, whether it is called a committee or whether the group includes Church Leadership Board members. It does not apply to committees formed under the authority of the Senior Pastor.

SECTION 3

Senior Pastor Expectations

Policy 11

The Senior Pastor will not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, imprudent or in violation of commonly accepted Christian morals, ethics and practices.

Policy 12

In order to provide for continuing pastoral leadership in the event of sudden and unexpected loss of Senior Pastor services, the Senior Pastor will assure that at least one other paid or volunteer staff is familiar with Church Leadership Board and Senior Pastor issues and processes and is capable of assuming Senior Pastor duties with reasonable proficiency as an interim successor.

Policy 13

With respect to interactions with congregants or those served by church ministries, the Senior Pastor will not cause or allow conditions, procedures, or decisions that are undignified, or unnecessarily intrusive.

The Senior Pastor will not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing people's information that fail to protect against improper access to the material elicited.
3. Fail to operate facilities with appropriate accessibility and privacy.
4. Fail to establish with people a clear understanding of what may be expected and what may not be expected from the service offered.

Policy 14

With respect to the treatment of paid and volunteer staff, the Senior Pastor will not cause or allow conditions that are unfair, undignified, disorganized, or unclear.

The Senior Pastor will not:

1. Operate without written personnel guidelines which: (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against grossly preferential treatment for personal reasons.
2. Fail to provide a written job description for any paid staff.
3. Retaliate against any staff member for non-disruptive expression of dissent.

4. Allow staff to be unprepared to deal with emergency situations.

Policy 15

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

The Senior Pastor will not:

1. Change the Senior Pastor's own compensation and benefits as set by the Church Leadership Board.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create salary and benefit obligations over a longer term than revenues safely can be projected.
5. Fail to develop and implement compensation plans that link compensation with performance in reaching assigned ministry outcomes, pending budget availability.

Policy 16

With respect to evaluation of employees, the Senior Pastor shall not fail to develop and maintain an evaluation system that measures employee performance in terms of achieving the Ministry Outcomes and being in compliance with the Senior Pastor Expectations.

Accordingly, the Senior Pastor may not:

1. Fail to develop and administer an evaluation system that:
 - a) is designed to improve ministry outcomes,
 - b) documents unsatisfactory as well as excellent performance, and
 - c) complies with applicable law.
2. Fail to provide to the Church Leadership Board with an annual report on the effectiveness of the evaluation system to align staff performance with the Ministry Outcomes.
3. Fail to provide the Church Leadership Board with evaluation reports of staff.

Policy 17

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate

materially from Church Leadership Board's stated priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The Senior Pastor will not allow budgeting that:

1. Fails to disclose budget planning assumptions.
2. Fails to provide projection of revenues and expenses, separation of capital and operational items, and cash flow.
3. Is not in a summary format understandable to the Church Leadership Board.
4. Fails to adequately itemize and describe revenues and expenditures.
5. Fails to show the amount spent in each ministry for the most recently completed fiscal year, the amount budgeted for each ministry for the current fiscal year, and the amount recommended for the next fiscal year.

Policy 18

With respect to the actual, ongoing financial condition and activities, the Senior Pastor will not cause or allow the development of fiscal jeopardy or material deviation from financial guidelines or Outcomes policies.

The Senior Pastor will not:

1. Allow expenditures to exceed revenues in the fiscal year to date except for the appropriate use of funds transferred from reserve funds or fund balance.
2. Incur debt in an amount greater than can be repaid by unencumbered revenues within a reasonable time period.
3. Fail to settle payroll and debts in a timely manner.
4. Use any long-term reserves or designated funds for purposes other than those for which those funds have been designed without special approval from the Church Leadership Board.
5. Allow payroll tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
6. Acquire, encumber or dispose of real estate.
7. Allow reports or filings required by any state or federal agency to be overdue or inaccurately filed.

8. Make any significant purchase without:
 - a) Having considered comparative prices based on items of similar quality and
 - b) Considering a balance between long-term quality and cost.
9. Fail to arrange for at least a bi-annual examination of all funds and accounts following the close of the fiscal year.

Policy 19

The Senior Pastor will not cause or allow church assets to be unprotected, inadequately maintained or unnecessarily risked.

The Senior Pastor will not:

1. Fail to maintain adequate liability protection for Church Leadership Board members, staff and the church itself in an amount that is reasonable for churches of like size.
2. Unnecessarily expose the church, its Church Leadership Board or staff to claims of liability.
3. Fail to obtain insurance coverage against theft and casualty losses to 100 percent of replacement value, less deductible.
4. Subject building and equipment to improper wear and tear or insufficient maintenance.
5. Fail to protect intellectual property, information and files from misuse, loss or significant damage.
6. Invest funds in securities that place the assets of the church at unreasonable risk.
7. Endanger the church's public image, credibility, or its ability to accomplish Ministry Outcomes.
8. Change the church name or substantially alter its identity in the community.
9. Acquire, encumber or dispose of significant real or personal property.

Policy 20

The Senior Pastor will not permit the Church Leadership Board to be uninformed or unsupported in its work.

The Senior Pastor will not:

1. Fail to submit evaluation data required by the Church Leadership Board Delegation policy “Evaluating Senior Pastor Performance” in a timely, accurate and understandable fashion, directly addressing provisions of the Church Leadership Board policies being evaluated.
2. Fail to advise the Church Leadership Board of any threatened or pending lawsuits or other public exposure detrimental to the integrity of the church.
3. Fail to inform the Church Leadership Board when, in the Senior Pastor's opinion, the Church Leadership Board or Church Leadership Board Members are not in compliance with Church Leadership Board Process or Church Leadership Board Delegation policies, particularly when Church Leadership Board behavior is detrimental to the working relationship between the Church Leadership Board and the Senior Pastor.
4. Fail to report in a timely manner any actual or anticipated noncompliance with any of the Ministry Outcomes or Senior Pastor Expectations policies.
5. Fail to provide Church Leadership Board with as many staff and external points of view and opinions as needed for fully informed Church Leadership Board decisions.
6. Impede the Church Leadership Board’s unity by favoring certain Church Leadership Board members over others.

SECTION 4
Church Leadership Board Delegation

Policy 21

The Church Leadership Board's sole connection to the operational organization is the Senior Pastor.

Policy 22

Only officially passed motions of the Church Leadership Board are binding on the Senior Pastor.

Accordingly:

1. Decisions or instructions of individual Church Leadership Board members, officers, or committees are not binding on the Senior Pastor except in rare instances when the Church Leadership Board has specifically authorized such exercise of authority.
2. In the case of Church Leadership Board members or Church Leadership Board ad-hoc committees requesting information or assistance without Church Leadership Board authorization, the Senior Pastor can refuse such requests that require, in the Senior Pastor's opinion, an unreasonable material amount of staff time or funds or is demonstrably disruptive.

Policy 23

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

Accordingly:

1. The Church Leadership Board will never give instructions to persons who report directly or indirectly to the Senior Pastor.
2. The Church Leadership Board will not evaluate, either formally or informally, any staff other than the Senior Pastor.
3. Church accomplishment of the mission and Ministry Outcomes along with operating within Board policies will be viewed as successful Senior Pastor performance.

Policy 24

The Church Leadership Board will instruct the Senior Pastor through written policies which prescribe the outcomes to be achieved, and describe organizational situations and actions to be avoided, allowing the Senior Pastor to use any reasonable interpretation of these policies.

Accordingly:

1. The Church Leadership Board will develop policies instructing the Senior Pastor to achieve specified results, for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ministry Outcomes.
2. The Church Leadership Board will develop policies that limit the latitude the Senior Pastor may exercise in choosing the organizational means to accomplishing the Ministry Outcomes. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Church Leadership Board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Senior Pastor Expectations. The Church Leadership Board will never prescribe organizational means delegated to the Senior Pastor.
3. As long as the Senior Pastor uses *any reasonable interpretation* of the Church Leadership Board's Ministry Outcomes and Senior Pastor Expectation policies, the Senior Pastor is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Senior Pastor shall have full force and authority as if decided by the Church Leadership Board.
4. The Church Leadership Board may change its Ministry Outcomes and Senior Pastor Expectation policies, thereby shifting the boundary between Church Leadership Board and Senior Pastor domains. By doing so, the Church Leadership Board changes the latitude of choice given to the Senior Pastor. While a delegation is in place, the Church Leadership Board will respect and support the Senior Pastor's choices.

Policy 25

Senior Pastor's job evaluation will be systematic using criteria defined in Church Leadership Board policies: a) Ministry Outcomes to determine effectiveness of ministry and b) Senior Pastor Expectations to determine compliance with boundaries established in broad areas of leadership and development.

Accordingly:

1. Evaluating is simply to determine the degree to which Church Leadership Board policies are being met. The primary content of evaluation will be the Ministry Outcomes, though criteria outside of this scope may also be considered.
2. The Church Leadership Board will acquire evaluating data on Ministry Outcomes and Senior Pastor Expectations policies by one or more of three methods:
 - a. By internal report, in which the Senior Pastor discloses compliance information,

- along with his justification for the reasonableness of interpretation.
- b. By direct Church Leadership Board inspection, in which a designated member or members of the Church Leadership Board assess compliance with policy, with access to the Senior Pastor's justification for the reasonableness of his interpretation.
 - c. By external report, in which an external, disinterested third party selected by the Church Leadership Board assesses compliance with policies, with access to the Senior Pastor's justification for the reasonableness of his interpretation.
3. In every case, the standard for compliance shall be *any reasonable Senior Pastor's interpretation* of the Church Leadership Board policy being evaluated. The Church Leadership Board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Church Leadership Board members or by the Church Leadership Board as a whole. The Church Leadership Board will make the final determination as to whether a Senior Pastor's interpretation is reasonable and whether reasonable progress is being made.
 4. All policies that instruct the Senior Pastor will be evaluated at a frequency and by a method chosen by the Church Leadership Board. The Church Leadership Board can evaluate any policy at any time by any method, but will ordinarily depend on a routine schedule (see next page).
 5. Each year, the Church Leadership Board will conduct a formal summative evaluation of the Senior Pastor. The summative evaluation will be based upon data collected during the year from the monitoring of Church Leadership Board policies on Ministry Outcomes and Senior Pastor Expectations. A written evaluation document will be prepared by the Church Leadership Board. The Senior Pastor and the Church Leadership Board will review the document in executive session. The evaluation document will consist of:
 - a. A summary of the data derived throughout the year from monitoring the Church Leadership Board's policies on Ministry Outcomes and Senior Pastor Expectations.
 - b. Conclusions based upon the Church Leadership Board's prior action during the year relative to whether each Outcome has been achieved or whether reasonable progress has been made toward its achievement.
 - c. Conclusions based upon the Church Leadership Board's prior action during the year relative to whether the Senior Pastor has properly operated within the boundaries established in the Senior Pastor Expectations policies.
 - d. A summary of the Senior Pastor's strengths and weaknesses relative to achievement of the Ministry Outcomes and operation within the boundaries established in the Board policies.

Nothing in this policy is intended to imply establishing any personal rights not explicitly established by constitution or Church Leadership Board policy. All employment decisions related to the Senior Pastor remain within the sole and continuing discretion of the Board.