

TRUSTEE CHARTER, POLICIES and PROCEDURES

PREAMBLE

This Charter shall constitute the policies and procedures of the Trustees and in the event of any conflict with the Bylaws, the Bylaws shall govern.

Section 1 **Scope and Purpose**

The Trustees facilitate the planning, coordination and communication of Church affairs. The Trustees shall assist the Senior Pastor and the Church in: defining the vision or mission of the Church, planning and coordinating the activities of the Church; reviewing the scope of the various Church Teams for gaps or overlap of responsibilities; serving as trustees for Church assets; and reviewing and evaluating the Senior Pastor.

Section 2 **Duties and Responsibilities**

The duties of the Trustees shall include the following:

1. Assisting the Senior Pastor and the Church in the defining of the vision or mission of the Church.
2. Assisting the Senior Pastor and the Church in developing a purpose-based, mission-driven continuous planning process which formulates objectives, sets priorities, allocates resources, and evaluates achievements. This shall be accomplished by communicating regularly with the staff, Deacon Council, Standing Teams of the Church (as that term is defined in Article VIII of the Bylaws), other Teams of the church, and with the congregation through Town Hall meetings and other communication forums, including those outlined in Section 2, number 5.
3. Recommending to the Church, with the assistance of the Lay Ministry Team, the establishment and scope of ministry teams needed and the dissolution or consolidation of ministry teams, as appropriate.

4. Reviewing at least annually, with the assistance of the Governance Team, the charters, policies and procedures for the Deacon Council and all Teams for any gaps and overlaps in their respective scopes of responsibilities and for compliance with the Church Governance Documents and recommending appropriate changes to such charters, policies and procedures to the Church. The term “Church Governance Documents” means the Church Certificate of Formation and Bylaws.
 - a. The Trustees will assist the Senior Pastor concerning effective use of the church’s decision-making and implementation structure.
 - b. The Trustees, will also communicate the overall decision-making and implementation structure to each team.
 - c. The Trustees will develop and implement strategies to effectively communicate to the Church its significant decisions and communication on the Church’s activities and ministries. The Trustees will also solicit input and feedback from the Church concerning its areas of responsibility.
5. Consulting with, and receiving plans and reports from the Standing Teams and other teams of the Church as may be requested or necessary to facilitate the work of the Church. All Standing Teams will be requested to submit to the Trustee Secretary a beginning of year Ministry Plan and a year-end report of the work of their team stating any goals or objectives that were completed, in progress, or were not met for the past year. The Finance Team is requested to submit copies of the Church’s monthly financial report to the Trustee Secretary.
6. Providing consultation, evaluation and recommendations on such personnel issues concerning the ministerial staff as may from time to time be referred to them for consideration by the Senior Pastor or the Personnel Team including the following:
 - a. Any substantial reassignment of Executive staff by the Senior Pastor shall be done only with the approval of both the Personnel Team and the Trustees. Executive Staff includes all ordained ministers and the position of Business Administrator or other persons specifically agreed upon between the Personnel Team and the Senior Pastor.

- b. Action to remove the Senior Pastor, on which the Personnel Team and the Trustees must jointly recommend such removal to the Church and the Church may act upon such recommendation by majority vote. Decisions regarding a negotiated resignation of the Senior Pastor must be approved by the Personnel Team and the Trustees. Any reassignment of duties of the Senior Pastor shall likewise be approved by the Personnel Team and the Trustees.
 - c. Decisions involving termination or negotiated resignations of Executive Staff, except for the Senior Pastor, shall require the joint decision of the Personnel Team, the Senior Pastor and the Trustees. All information relevant and useful to an informed decision shall be provided to the Personnel Team, the Senior Pastor and the Trustees.
- 7. Providing input on any Pastors or other staff to be recommended to the Church for hiring.
- 8. Conducting not less than annually a performance review of the Senior Pastor with administrative assistance from the Personnel Team, as requested by the Trustees, and set the terms of the compensation and benefits of the Senior Pastor in accordance with, and consistent with, the policies adopted by the Personnel Team, the Church Budget, and the provisions of the the Bylaws. The “*Trustee Plan for Accountability Review for Senior Pastor*” attached to these Charter Policies and Procedures shall serve as the guideline for such performance review. The Trustees shall receive and consider input from the Deacon Council, any Team or any individual Church member desiring to provide such input in conducting the annual review of the Senior Pastor. The Senior Pastor shall be recused from the deliberations of the Trustees in the performance of their duty to review and evaluate the Senior Pastor.
- 9. Executing deeds, deeds of trust, mortgages, promissory notes, or other pecuniary obligations, only by the direction of the Church membership, and such instruments, when so directed by the Church, shall be signed by the Chair of the Trustees or another member of the Trustees designated by the Trustees, and attested to by the Clerk.

10. Holding legal title to properties of the Church and discharge the functions vested in them by the Bylaws.
11. Recommending to the Deacon Council and the Church one or more persons or teams to handle the responsibilities of the Senior Pastor, as set forth in the Bylaws, during any period the Church is without a Senior Pastor.
12. Nominating Ministry Matching Team members to be elected by the Church and remove any member of the Ministry Matching Team if in the best interest of the Church, or the proper functioning of the Ministry Matching Team.
13. Carrying out the duties set forth in Article V, Section 2, with respect to the election or removal of Church officers.
14. Removing a Clerk from office, upon recommendation of the Ministry Matching Team, and on majority vote.
15. Carrying on such duties as may be required by the laws of the State of Texas as limited by the Bylaws or as specifically delegated by the Church, including:
 - a. Receiving any employee complaints concerning the Senior Pastor (not resolved pursuant to the conflicts procedures set out in the Personnel Team Charter, Policies and Procedures) directly from the Business Administrator or other Executive Staff member.
 - b. Pending Church ratification, approve prospective team members submitted by the Ministry Matching Team for interim approval.

Section 3 **Trustee Meetings**

A. Regular and Special Meetings; Notice. Regular meetings shall be held at least monthly for the transaction of any and all business of the Trustees. The date and time of such regular meetings will be determined at the first Trustee meeting of each Church year. The Trustees' meeting schedule with primary agenda items is attached hereto as an addendum. Changes to this addendum may occur with the approval of the Trustees. The

agenda for all regular meetings shall be prepared by the Trustee Secretary and submitted for posting timely on the Church website. Special meetings may be called by the Chair or any two Trustees, however, only items identified in the special meeting notice may be addressed in a Special Meeting. Notice of meetings shall be prepared by the Trustee Secretary in accordance with Article VII Section 6 of the Bylaws. A majority of the members of the Trustees shall constitute a quorum for the transaction of Trustee business. All Trustee meetings shall be open to staff members, Church members and invited guests, except for those matters which may require an executive session. Participation in Trustee deliberations, however, shall only be by invitation of the Trustees. Oral presentations relating to an item on the agenda shall be heard before a vote is called on the item.

B. Participation in Meetings. In order to coordinate the flow of information between the staff, Teams, Deacons and congregation, the Trustees will schedule and receive regular reports from the staff and Teams and make recommendations to the Teams, staff and congregation as needed in the judgment of the Trustees. Team leaders will be contacted in advance by the Trustee Chair, Vice-Chair or another member as designated by the Trustees to schedule such meetings. Notice of each team's meeting date will be posted on the Trustee's agenda at least five (5) days prior to the meeting.

A member of the congregation who desires to address the Trustees may do so by appearing in person at any regular meeting of the Trustees, signing in at the beginning of the meeting giving the person's name and matter to be discussed, and waiting to be recognized to speak when "New Business" is presented on the agenda. When recognized by the Trustee Chair, the member will have a designated amount of time, determined by the Trustee Chair, to address the Trustees at the meeting. The Trustees will listen to the matter as input, and will follow-up and respond back to the member directly or at an upcoming meeting.

The decorum of all Trustee meetings will be maintained according to the principles of the most current version of Roberts Rules of Order.

C. Agenda. Agenda matters for the upcoming regular meeting of the Trustees shall be prepared by the Trustee Secretary and posted electronically on the Church website with the notice of the meeting required by Article VII, section 6 of the Bylaws, but in any event one (1) week prior to the regular meeting (or in the event of weekly meetings, at least three (3) days

prior). The agenda of every regular meeting is submitted by the Secretary and approved by the Chair or Vice Chair. A Trustee desiring to add additional agenda items may submit additions to the Trustee Secretary until such time as the meeting is called to order.

Section 4 **Business and Town Hall Meetings**

A. Business Meetings. Church Business Meetings shall be conducted in accordance with Article IV Section 2 of the Bylaws. They shall be held at least quarterly to facilitate the conduct of Church Business. Such meetings shall be scheduled by the Senior Pastor or the Trustee Chair. The agenda for Business Meetings shall be determined by the Trustee Chair, with input from the Senior Pastor, Pastoral Staff, Trustees and ministry teams, as appropriate and posted on the Church website and newsletter at least ten (10) days prior to the meeting, including the time and place for the meeting. Notice of Business Meetings shall be submitted by the Trustee Secretary in accordance with Article IV, Section 2.f. of the Bylaws.

B. Town Hall Meetings. Town Hall Meetings shall be moderated by the Trustee Chair and shall be held at least quarterly to facilitate communication with the congregation. Notice of Town Hall meetings shall be submitted by the Trustee Secretary and posted on the Church website and newsletter and at other prominent places on the Church campus at least ten (10) days prior to the meeting, including the time and place for the meeting. Specific agenda or discussion items will also be posted on the notice. The agenda shall be set by the Trustee Chair after considering input from the Senior Pastor, Pastoral Staff, Trustees, ministry teams, and members.

Section 5 **Church Membership Initiatives**

If a member of the Church or ministry team has a suggestion or proposal regarding the Church's overall mission and vision, they should contact the Trustee Secretary who will place them on the Trustee meeting agenda.

The Trustees will consider the member's proposal and give him/her timely feedback concerning the action taken. The Trustees will engage ministry teams and staff, as appropriate, prior to providing feedback to the originating party.

In the event the member is not satisfied with the recommendation of the Trustees, the member can appeal the decision to the congregation.

Ideas for the establishment of new ministries shall be presented to the Lay Ministry Team or other appropriate team consistent with its policies and procedures. The Lay Ministry Team will work with the originating party (whether staff or church member) to develop clear objectives and a plan of action. The Lay Ministry Team will interface with the Trustees for approval and recommendation to the Church.

Section 6 **Conflict Resolution**

The Trustees will assure a spirit of teamwork and cooperation exists between the Deacons, Ministry Teams, Staff and itself. The Trustees will strive to surface and resolve any conflict among these groups.

The first step in attempting to resolve conflicts is to utilize the scriptural guideline found in Matthew 18.15-20. The conflict should be addressed within the group(s) affected before anyone outside the group is brought in.

If that attempt fails, the Trustees, or their representative(s) will hear the conflict and take appropriate action as necessary to help the parties reconcile and resolve the conflict in a way that will help them grow spiritually. The Trustees will initiate other lay leader involvement in the event that the normal organizational structure is not effective in resolving a particular conflict.

Section 7 **Membership**

The membership of the Trustees shall include 13 members, composed of six ex officio positions and seven elected from the Church membership at large. The six ex officio positions are: the Senior Pastor, Chair of the Deacon Council, and Team Leaders of Lay Ministry, Missions, Discipleship and Education and Music and Worship Teams. The nomination and election process for those elected from the Church membership at large shall be in accordance with Article VII, Section 3 of the Bylaws. The Trustees may

remove any Trustee for cause with a vote of at least nine Trustees. Trustees shall be elected and shall serve terms as provided in Article VII, Sections 2-5 of the Bylaws.

Section 8 **Officers**

The Trustees shall annually elect from among its members (other than the Senior Pastor) a Chair, Vice Chair and a Secretary in accordance with the “*Recommended Process for Trustee Officer Election*” Attached as an Addendum to these Charter Policies and Procedures. The Trustees may also elect other officers as the Team shall, from time to time, determine advisable. The nominee receiving the most votes shall be elected as Chair. The nominee receiving the next highest number of votes shall be elected as Vice-Chair. After the Chair and Vice Chair have been elected, nominations shall be taken from among the remaining members for Secretary. The person receiving the highest number of votes shall be elected as Secretary.

The Chair shall preside at all Trustee meetings, moderate all Town Hall meetings and perform such other duties as prescribed by the Bylaws. The Chair may be removed as Chair by majority vote of the Trustees. If the Chair is unable to attend a Trustee or Town Hall meeting, the Vice Chair shall preside or moderate the meeting instead of the Chair. In the absence of the Vice Chair, the Secretary shall call the meeting to order and those Trustees present shall elect another Trustee to preside at or moderate the meeting. The Chair or Senior Pastor shall call Church Business Meetings as provided in Article IV Section 2 of the Bylaws.

Section 9 **Minutes and Reports**

The Secretary shall keep minutes of all Trustee meetings and shall provide to the Trustees the unapproved minutes before the next regular meeting. The approved minutes shall be filed with the Clerk of the Church. A summary of the meeting shall be posted on the Church website and in the Church newsletter, with copies of the approved minutes available through the Church office. The Secretary will serve as the repository for the Trustees’ policies and procedures, bylaws, agendas, reports and other communications with the Church, with copies of these documents also available in the Church office. The Secretary will prepare the Notices and Agendas for all

Business Meetings and Town Hall meetings in accordance with the notice requirements contained in the Bylaws. The records of the Trustees will be maintained by the Clerk and delivered to the Church Business Administrator to be retained in accordance with the retention policy established by the Church. The Trustee Officers may authorize the creation and distribution of reports or position papers as appropriate.

Section 10
Team Performance

The Trustees shall review at least annually the performance of the Trustees. They will also review as needed but not less than once a year the Team Charter and addendum and recommend any needed changes to the church for approval.

Section 11
Duration

The Trustees shall continue in existence until dissolved by amendment of the Bylaws.

EFFECTIVE DATE: This charter was approved by the Church to be effective _____ 2008, and shall govern the operation of the Team hereafter.

TRUSTEES
MEETING SCHEDULE AND PRIMARY AGENDA ITEMS
ADDENDUM

The annual meeting schedule and primary agendas for such meetings are described below.

<u>DATE</u>	<u>PRIMARY AGENDA</u>
All meetings	Currently scheduled the first Monday of each month.
October	Elect Trustee officers, determine meeting days/times; Calendar Business Meetings for the year; Request from all Standing Team chairs their team's Ministry and Stewardship Plans for the upcoming Church year
November	Review Ministry and Stewardship Plans for all Standing Teams
December	
January	Begin work on church-wide Ministry Plan for next Church year beginning in October.
February	Pastor leads staff and congregation in identifying and prioritizing the Church's ministry initiatives for upcoming Church year.
March	Vote on proposed nominees for Ministry Matching Team for recommendation to Church.
April	
May	

- June Bulk of Ministry Plan work should be completed. Mid-June should be a joint meeting of Trustees, Staff, Personnel, Finance and Stewardship Team to communicate first draft of the Ministry Plan.
- July Staff, Finance and Stewardship Teams continue to refine Ministry Plan so that by the end of the month the plan has been prioritized and decisions made. Second draft of plan should be presented to joint Trustee meeting at end of July or beginning of August.
- Trustees review their outstanding Action Items so that they may be concluded as appropriate before the end of the Church year. Trustees also review the upcoming Rotation Schedule of outgoing Trustees.
- August Request all Team chairs to submit their Team's Year-End report stating any goals or objectives that were achieved and those that were not met for the past year. Review at least annually any changes to the Policies & Procedures for teams and recommend to Church for approval.
- Ministry plan is completed and ready for presentation to Trustees and Deacons for affirmation, the Church through a Town Hall meeting.
- September Review Year-End reports for all teams; Prepare and set agenda for Annual Business Meeting;
- Ministry Plan is adopted by the Church at Annual Meeting.
- Performance review of Senior Pastor

Addendum to Trustee Charter Policies and Procedures
Recommended Process for Trustee Officer Election
As adopted by the Trustees on August 31, 2009

The Bylaws provide that The Trustees shall elect annually a Chair, Vice Chair, Secretary and other officers from among their membership in accordance with the Trustee's policies and procedures;

The Chair may not be the Senior Pastor or other member of the staff;

In order to assure an orderly transition of leadership, the new officers for each upcoming year should be elected as early as possible at the beginning of each Church year;

Now, therefore be it resolved that, the election of Trustee officers shall be held at the first meeting of each Church year;

Be it further resolved that, to better equip individual Trustees to determine their choice for the various offices or their willingness to accept nomination for any such office, the attached qualifications are recommended for the consideration of each Trustee:

Attachment to Recommended Process for Trustee Officer Election

I. Considerations for Serving as Trustee Chair:

A. General Responsibilities:

- Facilitates Trustee meetings
- Initiates substantive discussions on key issues with Pastor and responds to such requests from the Pastor and staff leaders
- Attends meetings of the Personnel Team
- Interacts regularly with other key teams on key issues
- Moderates Town Hall meetings.
- Responds to a multitude of special requests from the congregation and staff

Works with Trustee officer group to collectively:

- Set Meeting agendas
- Set Team objectives and work plans
- Assure that the Ministry Plan effort is scheduled and is being executed
- Resolve differences of opinion among key constituencies
- Provide input to the Pastoral staff
- Assure that congregational “hot buttons” are surfaced and dealt with

B. Additional Considerations:

- Time Commitment – Willing to spend time in the function, sometimes when not convenient. Estimate: Approximately 10-20 hours monthly for various involvements, in addition to meetings each month.

C. Personal Skills & Qualities:

- Leadership Ability – Able to facilitate meetings involving other capable leaders in collegial fashion. Willing to share and delegate responsibility among Trustees. Able to deal effectively with conflict in Christian manner. Effective delegator. Able to lead, without directing or dictating. Able to facilitate groups to make decisions and execute on them. Able and willing to work effectively, as an equal peer, with other team leaders at TBC. Able to work well as peers with Trustee Officer Leadership group.
- Communication – Capable in conducting communication with groups and comfortable making presentation to groups. Strong advocate for the agreed vision and direction of TBC as it continually evolves.
- Administration and Planning – Follows-up and follows-through to ensure effective execution of decisions and programs made by Trustees. Experienced in strategic planning processes. Respectful of and generally familiar with the details of the Bylaws of TBC and the Policies and Procedures of the major church teams.

- Senior Pastor Relations - Able to be direct in communication with Senior Pastor. Also able to be as direct in listening to Senior Pastor. Conducts regular sessions with him/her.
- Relations with Church Leadership – Respects the leadership roles of the Senior Pastor, Staff, Deacon Chair and other Team Leaders.
- Additional Personal Qualities – Ideally someone who does not seek the role. Someone who can set aside personal perspective or wishes and listen to and represent the will of the Church. Committed to work regularly with equal respect, with each of our 5 generations at Trinity. Innovative and willing to embrace innovation throughout Trustee responsibilities. Good listener. Ability to maintain and promote positive outlook in all dealings. Slow to anger and quick to resolve differences that might arise among individual/ groups.

II. Considerations for Serving as Trustee Vice-Chair:

A. General Responsibilities:

- Temporarily fulfill the duties of the Trustee Chair outlined above in case of absence, incapacity, resignation or termination
- Serves the Trustees as a member of the Trustee Officer team.

B. Additional Considerations:

- Time Commitment – Willing to spend time in the function, sometimes when not convenient. Estimate: Approximately 5 - 15 hours monthly for various involvements, in addition to meetings each month.
- The office of Vice-Chair has not been viewed as “chair-elect”. Therefore the office may be considered on a year-by-year term.

C. Personal Skills & Qualities:

- Should have the same Personal Skills and Qualities of the Trustee Chair as outlined above.

III. Considerations for Serving as Trustee Secretary:

A. General Responsibilities:

- Ensures that the records of the Trustees are maintained and made available when required by authorized persons
- Records the minutes of regular meetings, executive sessions and town hall meetings and assures their accuracy and availability
- Maintains the Trustee Action Item list and requests periodic updates from the Trustees
- Suggests items for the agendas of Trustee and Church business meetings
- Ensures that proper notification is given of Trustee and Church business meetings as specified in the Bylaws
- Distributes D&E, Finance and other reports to Trustees as requested
- Maintains membership and appropriate files on the Trustee Yahoo Group website
- Has general familiarity with and ensures that an up-to-date copy of the policies and procedures of all Church teams are maintained and available
- Acts as liaison between Trustees and Church business office
- Serves the Trustees as a member of the Trustee Officer team
- May be required to temporarily fulfill the duties of Vice-Chair or Chair in case of their absence, incapacity, resignation or termination

B. Additional Considerations:

- Time Commitment – Willing to spend time in the function, sometimes when not convenient. Estimate: Approximately 10-20 hours monthly for various involvements, in addition to meetings each month.
- Additional time spent preparing for and in meetings of the Trustee Officers and Senior Pastor should be anticipated.
- The office of Secretary has not been viewed as “vice-chair-elect”. Therefore the office may be considered on a year-by-year term.

C. Personal Skills & Qualities:

- Highly organized with strong verbal and written communication skills
- Able to take and transcribe meeting notes timely and accurately
- Detail-oriented with ability to prioritize multiple tasks
- Computer literate – serves as the custodian of the Trustee Yahoo Group website
- Someone who can set aside personal perspective or wishes and listen to and represent the will of the Church
- Someone who is committed to work regularly with the other Trustees officers, Trustees and staff

Addendum to Trustee Policies and Procedures
Trustee Plan for Accountability Review for Senior Pastor
Trinity Baptist Church
San Antonio, Texas
Adopted by the Trustees on August 31, 2009

Purpose of Review: The value of the Accountability Review is to assure that the Senior Pastor and the Church have in mind the same vision, objectives, and goals for Trinity Baptist Church in its collective desire to serve the Lord. It should be a tool to help both the Pastor and Trustees, who represent the Church body, begin any year together by mutually agreeing on their expectations, facilitating discussion through the year, and at its conclusion, evaluating how things are progressing on the items which the Senior Pastor and the Trustees have mutually agreed are the key focus items for the Pastor's efforts during the specific year. It is meant to be a helpful process to achieve a healthy, loving growing relationship between Pastor and Trustees as representatives of the congregation in total.

(NOTE: The Pastor has the complete right to suggest modifications to the accountability process outlined. Evaluation should to be a tool for facilitating progress and growth in all parties; not a threat to success.)

Period of Review: Annual. The period covered would generally be the Church year to match the Church's Ministry Plan unless otherwise agreed.

Process: The initial step is for the Senior Pastor to set down in written form a series of personal goals and objectives for the upcoming Church year ("Objectives Document"). It is desirable to have metrics for these accomplishments where possible. The items included can, among other things, be specific personal time items; significant outcomes to achieve; and measurable progress to be made in an area, and should be developed from the Pastor's view of where his personal efforts should primarily be directed during the given year. The Objectives Document may be only a page or two, although the length is up to the preparer.

The Objectives Document shall be shared with a Trustee body sub-team ("Team"), comprised of the Chair of the Trustees and two other Trustees appointed by the Trustee Chair.

The Senior Pastor and the Team will have a detailed conversation(s) where the Pastor will discuss the Objectives Document in detail and consider input from the Team on the items he has outlined. In the same way, the Pastor will receive any suggestions for items that the Team believes should be considered for inclusion in the Objectives Document. It is an absolute requirement that there be mutual agreement on the finalized content of the Objective Document between the Team and the Pastor.

Following agreement, the Objectives Document will be presented to the Trustees in an Executive Session for discussion and adoption. It is expected that few changes would be

made to the Objectives Document in that process. The Objectives Document shall be agreed on by the vote of the entire Trustee Body to be the standard by which subsequent accountability reviews will be accomplished.

Periodically, the Pastor may report, either in open or Executive Sessions, on progress toward the items included in the Objectives Document.

During the last month of the evaluation period, the same Team, if still serving as Trustees, shall meet with the Pastor to receive from him his written and oral evaluation of his performance related to the Objectives Document. In preparation for this meeting, the Team's duties shall include consideration of input from the congregation, staff and other Trustees. The Team will also meet privately and discuss their conclusions as to how well the items noted in the Objectives Document have been accomplished, with special emphasis on expressing gratitude for accomplishments and on constructively outlining opportunities for improvement. The Team will then meet with the Pastor to discuss candidly the report they plan to present orally or in writing ("Accountability Report") to the Trustees and offer him the opportunity to respond orally or in writing to the planned report. Following that step, the Accountability Report will be presented to the Trustees for their input and approval. In that session, Trustees will be able to offer individual input to the Pastor and/or the Team. To assure candor in communications, all meetings outlined in this paragraph will be Executive Sessions.

The Objectives Document, a written version of key elements of the Accountability Report, the pastor prepared self evaluation, and any written comments of the Pastor shall be maintained and successively passed in sealed fashion to the then current Secretary of the Trustees. It shall not be available to others unless specifically agreed by a majority of the then current Trustees.

The Accountability Report will be used along with other factors in setting compensation, although there is no requirement that compensation reviews be carried out at the same time as the Accountability Review.