

# **Trinity Lutheran Church & School**

## **Constitution Revision Task Force Proposed Organizational Structure**

### **Detailed Report** May 10, 2017

**Constitution Revision Task Force**  
**Proposed Organizational Structure**

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# 1. Constitution Revision Task Force

## Purpose and Process

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In early 2016, Trinity Lutheran Church and School resolved in its Voters Assembly to form a task force to propose a new structure, as indicated in the following resolved:

**Resolved**, that the Executive Director, in consultation with the Parish Planning Council, shall appoint a small task force to prepare a proposal for a new structure with the following components:

- An organizational chart that illustrates the proposed structure.
- The congregation remains the ultimate governing authority, including the calling of professional church and school workers and the election of board members and offices.
- A new board model will be proposed to address Trinity's current and future ministry needs, and also provide ways for the body of Christ to be involved in living out the mission that God has called us to.
- Description of roles and responsibilities for the three main boards, officers of the congregation, and key staff members (pastors, DCE, DOO, Director of Music, and Principal).
- Identifying a corporate attorney to provide counsel on changes to the constitution and bylaws that meet the requirements of state and federal laws.

In August 2016, the following members were appointed to the task force:

- Ted Kober, chairperson
- Sheryl Shaefer
- Norbert Lehenbauer

The task force studied the following congregational documents:

- Constitution and Bylaws
- Standard Operating Procedures Manual
- Employee Manual
- Trinity Lutheran School Safety Policy Handbook 2013-2014
- Mission statement of the congregation (as identified on the church's web site)
- Job Descriptions
  - Principal / DCE (originally prepared as a combined position when Rick Thomas was called; has not been revised since Rick Thomas accepted the call to serve solely as Principal)
  - Associate Pastor
  - Director of Christian Education (later renamed Director of Youth and Parish Education)
  - Director of Operations and Outreach
  - Administrative Secretary/Receptionist
  - Music Director
  - Financial Assistant
- Reports from Duane Schultz and Jonathan Boll on areas in which the congregation is not following the current constitution and bylaws
- Incomplete policy manuals for Trinity Lutheran Church and Trinity Lutheran School
- Miscellaneous policies adopted by the congregation or its boards, but not yet incorporated into formal policy manuals

The task force met with the following staff and lay leadership to learn current practices in their roles and gain their input for the proposed structure changes:

- Pastor Rinderknecht, Senior Pastor
- Rick Thomas, Principal
- Cameron Heiliger, Director of Youth and Parish Education
- Cindy Speed, Director of Music
- Jonathan Boll, Director of Operations and Outreach
- Duane Schultz, Executive Director

The task force also met with the following Council and Boards:

- Parish Planning Council
- Board of Lay Ministry
- Board of Christian Education
- Board of Parish Properties
- Board of Young People's Work
- Board of Stewardship
- Board of Evangelism
- Board of Fellowship
- Board of Public Relations

Upon reviewing the above information, the task force has discussed options and prepared the following report to present to the Parish Planning Council, Administrative Boards, professional staff, and the congregation.

## 2. Summary Report

### Prepared by Constitution Revision Task Force

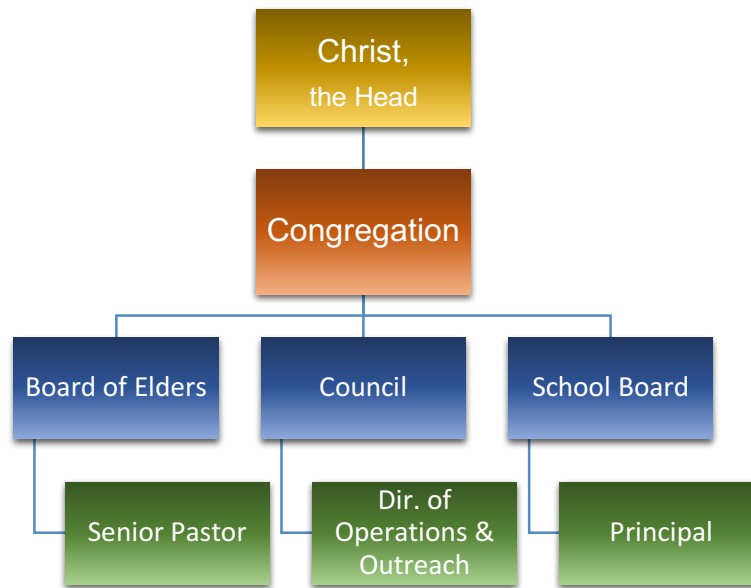
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In accord with its assignment, the Constitution Revision Task force proposes a three-board model for the new organizational structure for Trinity Lutheran Church for a number of reasons, including:

- In addition to organizing around the Great Commission, the current organizational structure was purposed to assign several responsibilities to eight administrative boards for carrying out ministry functions because the congregation only had two church staff persons – a full-time pastor and a part-time secretary.
- Since its adoption in October 1981, the congregation has called and employed several key staff who replace many of the responsibilities of the administrative boards. However, the governance structure (including Bylaws, Standard Operations Procedures, and Job Descriptions) have not been modified to reflect these major changes in ministry administration.
- The congregation has not followed many of the provisions of its current Constitution and Bylaws or Standard Operating Procedures for many years.
- As new positions were added and existing positions changed, job descriptions have been developed that conflict with Bylaws and Standard Operating Procedures, leading to confusion among key roles of boards and staff positions.
- It is becoming increasingly more challenging to find people not only to fill positions, but also to actively serve as required by the Bylaws. Over the years, some board chairpersons fail to participate actively in Parish Planning Council meetings or provide required reports. With most Voters Meetings attendance less than 30, the vast majority of the congregation (over 1100 communicant members with average weekly worship attendance around 400) and even the majority of people elected to boards fail to attend regular Voters Assembly meetings. Many Voters Assembly meetings have been canceled. Accordingly, key governing decisions are made by a small minority or delayed. This results in poor administrative practices and long delays in ministry decisions.
- Although many professional staff have been called and employed to replace the administrative functions of boards, the governing documents have not been amended to reflect these changes. Thus, many staff have responsibilities but lack the proper authority to fulfill their responsibilities.
- In a number of areas, the congregation currently operates as if it has already adopted a new model where staff have replaced several administrative boards. The boards often act as advisory boards rather than governing boards, and the staff implement plans for ministry. However, the official governing documents do not reflect the actual practice of the congregation, resulting in confusion as described above.

The Task Force proposes a three-board model that delegates the day-to-day operations to three key staff, reflecting much of our current practices and clarifying conclusions.

## Basic Organizational Chart



This proposed structure features these principles:

- The congregation remains the final governing authority.
  - Regular meetings once per year for election of officers and approval of annual ministry plan (with summary budget).
  - Special meetings for calling professional church workers and other major decisions.
- Three governing boards, elected by the congregation, govern ministry in three key areas.
- Board of Elders
  - Oversees the spiritual welfare and ministry functions of the congregation.
  - Delegates day-to-day spiritual ministry operations to the Senior Pastor.
  - Staff reporting to the Senior Pastor to fulfill spiritual ministry functions include Associate Pastor, Director of Youth and Parish Ministry, Director of Outreach, Music Director, and Administrative Secretary.
  - Informally, existing board members that will continue to serve as ministry teams under professional staff include those serving in Youth Ministry (under Director of Youth and Parish Ministry), Evangelism (under Director of Outreach), and Stewardship (for spiritual functions under Senior Pastor).
- Council
  - Oversees the social ministries and management of fiscal, property, and legal areas.
  - Delegates day-to-day operations to Director of Operations and Outreach.
  - Staff reporting to Director of Operations includes Financial Assistant and Janitorial staff.
  - Informally, existing board members that will continue to serve as committees under the Director of Operations include Parish Properties, Stewardship (for financial functions), Fellowship, and Public Relations.
- School Board
  - Oversees the governance of the school and day care.
  - Delegates day-to-day operations to Principal.
  - Current volunteer groups and ministry teams serve under the Principal or his designees.

## Questions and Answers

### **Q: For which kinds of policies would each level of leadership be responsible?**

**A:** The highest level of leadership is responsible for the broadest policies.

- As the overall governing authority, the congregation establishes broad policy through the bylaws which govern all other leadership levels. The congregation may also adopt broad policies if required by civil law or in other broad areas of governance.
- The three main boards (Elders, Council, School Board) implement the desires of the congregation by adopting the next level of policies which guide staff in their management responsibilities and establishing staff policies. This includes the mission statements of the congregation and school. All their decisions and policies are subject to the congregation's policies and the bylaws.
- The key staff (Senior Pastor, Director of Operations, and Principal) implement the policies of the boards, managing day-to-day operations and adopting detailed policies that guide the rest of staff and volunteers.

### **Q: How are the boards and staff held accountable for their responsibilities?**

**A:** The congregation holds boards and called staff accountable in two ways:

- By electing and/or removing board members for cause, and by calling and removing called professional church workers for cause (as in our current constitution and bylaws).
- By enacting more detailed bylaws or policies limiting the responsibilities of boards and staff.

The boards hold key staff accountable in similar ways:

- By employing and removing contracted staff, and by making recommendations to the congregation for calling or removing called professional church workers for cause.
- By adopting policies limiting the responsibilities of staff.

Key staff hold other staff accountable.

- By employing and/or removing contracted staff, and by making recommendations to the congregation for calling or removing called professional church workers for cause.
- By adopting policies limiting the responsibilities of the staff.

### **Q. What is meant by removing called professional workers for cause?**

The proposed constitution and bylaws will retain the same requirements for removing a called worker as in our current constitution and bylaws and as required by the Lutheran Church—Missouri Synod (LCMS) Constitution and Bylaws. Cause for removing called workers include persistent adherence to false doctrine, scandalous life, and willful neglect of official duties or evident and protracted incapacity to perform the function of the sacred office.

In discussion with the Parish Planning Council in December 2016, it was noted that the bylaws should also note the possibility of eliminating a position because the congregation can no longer afford to fund the position in the budget.

**Q: How can individual congregational members keep informed in the proposed structure?**

**A:** The task force recommends that the bylaws or broad policies require that the boards and key staff provide regular reports on their work and make available minutes and policies available to congregational members.

**Q: How can individual congregational members provide input or communicate concerns between congregational meetings?**

**A:** In the Bible, Christians are taught to go directly to those with whom they are in conflict (Matthew 5:23-24; 18:15-16; Romans 12:18; Galatians 6:1-2). For input or non-sin issues, members are encouraged to speak directly with staff or boards most responsible. In addition, each member family is assigned an elder who is responsible for guiding people in biblically faithful manners for addressing their concerns. The church also has a Reconciliation Ministry with reconcilers who can confidentially coach people in dealing with their concerns.

**Q. Why make the change in title from “Board of Lay Ministry” to “Board of Elders?” Will the qualification change that a lay minister or elder be male?**

Prior to 1981, Trinity’s constitution and bylaws used the title “elder” which had been the historical practice of congregations throughout the LCMS. When our present constitution and bylaws were adopted in 1981, the new term “lay ministry” replaced “elder.” This new term began to be used in some other LCMS congregations as recommended by Rev. Don Abdon, whose model our existing constitution and bylaws were based. In some churches, “lay minister” was used for both men and women who made calls on members, especially to shut-ins or hospitalized members. The definition of “lay minister” was not consistent in practice among LCMS congregations.

Either title may be used. However, since the 1980’s, the Synod and its districts developed a specifically trained position entitled “Lay Minister.” For example, Concordia University – Wisconsin, offers a four-year Bachelor of Arts degree in Lay Ministry. Several districts also adopted extensive training programs for certifying men for service as lay ministers. These certified positions prepare professional church workers for specific areas that go beyond what most congregational elders do.

Thus, many congregations who have used the title “lay minister” are returning to the original title “elder” to avoid confusion. The title “lay minister” used in Trinity’s present constitution and bylaws is outdated and creates confusion as to the special role of this office.

The qualification requiring a lay minister or elder to be male will not change, as is consistent with the official doctrine and practice of congregations in the LCMS. (See multiple reports and opinions from the Commission on Theology and Church Relations at [www.lcms.org](http://www.lcms.org). E.g., “The Service of Women in Office with Guidelines 2005” reviews many of the previous published documents on this subject and provides guidelines.)

**NOTE:** In its meetings with several boards, the task force was encouraged in the revised bylaws to provide that the Senior Pastor or his designee be an ex-officio member of any board. It was also recommended that no board meeting be held without the Senior Pastor’s knowledge.



### 3. Why a Revised Governance Structure?

#### Background for Trinity's Current Governance Structure

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By 1978, Trinity Lutheran Church had experienced several years of decline in worship attendance.

##### Trinity Lutheran Church Statistics from the 1970's

Year	Baptized	Communicant	Ave. Worship Attend.	Notes
1970	880	575	400	
1971		no records reported		
1972	785	540	349	
1973		no records reported		
1974	691	506	330	
1975	710	425	310	Pastor Freiburger asked to retire
1976	674	551	412	Congregation vacant
1977	686	404	262	Congregation vacant
1978	698	365	240	Rev. Warneke called as pastor
1979	728	569	249	

The governance structure in the late 1970's can be summarized as follows:

- June 1975: Constitution of Bylaws
  - Voters' Assembly met monthly.
  - Voters' Assembly retained authority for making *all* decisions.
    - For example, the standard order of business included "Presentation of Bills." Each invoice the congregation received had to be reported and approved for payment.
    - Boards had little authority.
  - Only confirmed males age 21 and older were entitled to serve office and vote.

Under the leadership of its newly installed Pastor, Rev. Lloyd Warneke, the congregation began to learn the importance of the priesthood of all believers. The mission of the congregation belonged to all its members, not just its pastor. Pastor Warneke encouraged several lay leaders to attend a two-day workshop to consider major changes in the congregation's governance.

- January 12-13, 1980
  - 14 people from Trinity attended Lay Leadership training in Lewistown, Montana.
  - Training led by Rev. Don Abdon, advocating the "Administrative Board" model.
  - Purpose of model: To organize based on the mission of the church and empower laity to do their work.
  - Trinity's leaders recognized that we had a major weakness: poor attendance of leaders and members in Bible study.
    - During the mid to late 1970's, Sunday morning adult Bible study attendance had dropped down to less than 10.

The congregation studied the newly proposed Administrative Board model, also referred to as the "Don Abdon Model." The main purpose of the model was to organize the governance around the Great Commission as directed in Matthew 28:18-20.

In addition, the congregation studied the subject of women's suffrage in Bible study, preparing to change the voting membership of the congregation.

Since the church ministry was served by only two employees (a full-time pastor and a part-time secretary), many of the ministry functions of the church needed to be served by lay volunteers. The current basic governance structure was adopted in October 1981. Major changes included:

- Women's suffrage (preceded by Bible study using CTCR document from Synod)
- Minimum voting reduced to age 18
- Eight boards created and empowered to do their assigned work without seeking approval from Voters
- Boards were to fulfill responsibilities as set forth in the Standard Operations Procedures manual
- Voters met every other month
- Parish Planning Council became a planning and coordination board, not an executive board

### **Administrative Board Model**

- Designed to delegate certain administration functions to assigned lay leadership
  - Too much work for a single pastor and part-time church secretary to do
  - Purpose was to help keep the pastor focused on Word and Sacrament ministry
  - Laity often better qualified than pastor for administrative functions
- Congregation governs through its Voters Assembly
  - Issues calls to called workers including pastor, who serves as spiritual leader
  - Elects corporate officers (president, vice-president, secretary, treasurer)
  - Elects members of administrative boards to manage in assigned areas:
    - Board of Lay Ministry – spiritual leadership
    - Board of Evangelism
    - Board of Christian Education – educational functions for the church
    - Board of Young People's Work
    - Board of Stewardship
    - Board of Church Properties – property and legal management
    - Board of Fellowship
    - Board of Public Relations
    - Administrative boards delegate some work to called or employed staff; in some cases, boards supervised those staff
  - Adopts budget and delegates spending authority to administrative boards
  - Approves major decisions (e.g., contracts, loans, new initiatives, etc.)
    - Called/employed staff must seek approval for most new ministry ventures from their respective boards, the parish planning council and the voters
- Parish Planning Council
  - Made up of officers and directors (chairpersons) of various administrative boards (pastor serves as ex-officio member)
  - Limited authority; Voters' Assembly retains most authority
  - May recommend actions for Voters' Assembly
  - Designed to provide coordination among administrative boards

# Emerging Challenges for Administrative Board Model

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While the Administrative Board Model has served many churches well for a number of years, today this model suffers from several weaknesses and limitations.

- Originally designed for a church with a limited staff (one pastor and possibly a secretary)
    - Lay leaders were needed for different roles (elders, parish ed., trustees, etc.)
    - Lay leaders often stayed in one congregation longer than pastors
  - Many of today's churches are larger with specially trained staff who are better qualified and able to serve full-time (**Trinity's staff bolded & noted with \***)
    - **Additional pastors with specialized gifts and education\***
    - **Director of Christian Education\***
    - **Director of Operations & Christian Outreach\***
    - Deaconess
    - **Director of Music Ministry\***
    - **Principals and Day School Teachers\***
    - **Bookkeeper and/or accountant\***
    - Others
- Now you are the body of Christ and individually members of it. And God has appointed in the church first apostles, second prophets, third teachers, then miracles, then gifts of healing, helping, administrating, and various kinds of tongues.*  
1 Cor. 12:27-28, ESV
- This model requires the election of many people to fill the boards (60+ people)
  - This model requires many regular meetings (for key leaders, 2 to 3 per month)
    - Monthly board meetings
    - Monthly council meetings
    - Monthly (or every other month) voters' meetings
  - Society today very different than 40 years ago.
    - Both spouses as well as older teenagers often employed outside the home
    - More single adult homes (with or without children)
    - Many work schedules are no longer 8:00 am to 5:00 pm; shift work including weekends and evenings common (less available for evening/weekend meetings)
    - Increased commitments for children's activities, including school, extra-curricular, and jobs
    - People move more often; congregational leaders change more frequently
  - Board meetings often viewed as non-productive or waste of time
    - Hard to find people to fill positions – too busy or schedules don't work
    - Attendance is intermittent
    - People willing to serve, but not willing to commit to monthly board meetings
    - Boards often fail to follow the Standard Operating Procedures and thus fail to fulfill their assigned responsibilities
  - Professional church workers discouraged from initiating or implementing ministry plans
    - May require 3 levels of approval (board – council – voters)
    - May take several months to a year or more to get approval
    - Professional church workers and lay leaders become discouraged to implement new ministry initiatives
  - What once was a model that fit well doesn't fit as well today in many churches

# Examples of Where We Are Not Acting in Accordance with Our Constitution, By-Laws, and SOP

Prepared by Duane Schultz, Executive Director

With Additional Thoughts by Jonathan Boll, Director of Operations and Outreach

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## Comparison of Required Elected Positions and Current Positions<sup>1</sup>

Elected Position	Min. Required No.	Current No.
Officers	3	3
Financial Secretary	1	1
Parish Planning Council	11	9 (2 directors not elected)
Board of Lay Ministry	8	18
Board of Evangelism	8	8
Board of Christian Education	7	8
Board of Young People's Work	3	10
Board of Stewardship	8	7
Board of Church Properties	5	15
Board of Parish Fellowship	5	7
Board of Public Relations	<u>2</u>	<u>1</u>
Total Elected	61	87

*The following are examples where we are not following our Constitution and Bylaws:*

### Constitution

The constitution is purposely general. I (Duane Schultz) found no instances where we're not acting in accordance with the Constitution, except that we're supposed to conduct ourselves according to the By-Laws and SOP's.

### By-Laws

#### Article 3, Section 1D: Excommunication and Self-Exclusion

To the best of my knowledge we are not following the process outlined for those who have not communed for 6 months.

#### Article 4, Section 1: Meetings of the Congregation

1. 6 voters meetings per year on or about the 2<sup>nd</sup> Sunday in Feb/April/Dec and 2<sup>nd</sup> Monday in June /Aug/Oct.
2. The Voters Assembly is the main governing authority of the congregation. But most meetings are attended by less than 30 people. Less than half of elected people attend voters meeting, indicating little interest in the church's governing affairs.<sup>1</sup>

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<sup>1</sup> Information provided by Task Force.

### **Article 4, Section 3: Order of Business at Regular meetings:**

1. Roll call of Voting Members

### **Article 6, Section 1: Nomination Procedure**

1. Often we do not follow the timeline (February) for beginning this process and we do not solicit names for nomination at that time. Often our nomination list is not completed 7 days before the June Voters' meeting (this year we were still seeking to fill our Treasurer position at the time of the June Voters' meeting).

### **Article 6, Section 3:**

1. Installation of officers last Sunday in June

### **Article 7, Section 1:**

#### *Executive Director*

1. Enforce the Constitution and By-Laws of the congregation.
2. Auditing Committee appointed by Exec. Director consisting of any 2 qualified communicant members of the congregation to audit the financial records of the congregation at the close of each fiscal year.
3. Audit Committee Report to the Voter's meeting in October.
4. The Executive Director has not been appointing a secretary the past couple of terms.

#### *Treasurer*

1. Submit permanent financial records for annual audit.
2. Furnish the congregation a surety bond in the sum designated by the Voters' Assembly, with the premium paid by the congregation.
3. Shall sign all checks for payment of bills, etc.
4. Many of the responsibilities outlined in the treasurer's area are now covered by the bookkeeper, especially when it comes to payment of bills, payroll, and other HR-related functions.

### *Parish Planning Council*

1. Present to the Voter's Assembly at its August meeting a yearly plan of activity for the entire congregation, etc.
2. Meet normally in January, March, May, July, September, and November.
3. PPC is not primarily a decision-making body but serves as a forum where activities of the Administrative Boards may be discussed, evaluated, etc.

### *Administrative Boards (general SOP's for all Boards)*

1. Boards make specific recommendations to the Voters for action and approval.
2. Detailed SOP's for each board to serve as guide.
3. Most boards are not reviewing their basic objectives on a periodic basis and proposing changes (the few that have - mainly Stewardship - reduced their areas of responsibility significantly and are now more focused, but on fewer things).

### **Article 8, Section 2-D-1: Special Gifts Committee**

1. This committee has not been functioning for quite some time.

### **Standard Operating Procedures:**

Each board has very specific tasks outlined by the Standard Operating Procedures. I've used the Board of Evangelism and the Board of Stewardship as examples.

This is not meant to unfairly single out the Board of Evangelism and Stewardship; most other Boards, to varying degrees, are not completely performing according to the SOP's for those boards (some of these items may be being done, but I'm not be aware of them).

Depending on the Volunteer Chairpersons and members of the various boards, there is great variation from year to year in how and what initiatives mandated by the SOP's are being performed.

### *Board of Evangelism*

1. Work with Director of Public Relations for a program of community relations.
2. Be responsible for maintenance and follow-up of lay visitors.
3. Be concerned for the reception, orientation and integration of new members into the congregation and review their progress after 6-12 months.
4. Periodically sponsor dinners, fellowship nights, etc. in conjunction with the Board of Parish Fellowship to integrate new families into the congregation.

5. Supervise the work of Lutheran Layman's League.
6. Submit to the Board of Stewardship a budget request for the coming year's work.

#### *Board of Stewardship*

1. Encourage and enlist new members, and help ensure that congregational membership talents and abilities are recorded, updated and maintained to assist matching of available members to specific needs.
2. Assist the PPC with the review and appropriated recommendations to the Voters Assembly of outside appeals for funds, offers of un-solicited gifts, endowments, etc.
3. Director of Stewardship shall appoint a Financial Secretary from the congregation who shall be a member of the board.
4. All boards are supposed to submit a budget request for the coming year's work to the Board of Stewardship. We now have a Director of Operations and Outreach who does a lot of this work.

#### *Financial Secretary*

1. Furnish the congregation with a surety bond with the premium paid by the congregation.
2. Give a quarterly report to the congregation.

#### *Purchasing Agent*

1. We're supposed to have a specific purchasing agent appointed by the PPC – we don't have a specifically appointed person for this role.

# Confusion over Supervisory Roles in Governing Documents

Prepared by Ted Kober, Task Force Chairman

Reviewed by Task Force

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## Background

Thirty-five years ago, Trinity Lutheran Church had one full time church staff (the Pastor) and one part-time secretary. The school principal was part-time, serving also as a teacher. Most classrooms had two grades per teacher. The Treasurer was responsible for all bookkeeping functions as well as reporting functions, preparing payroll and tax reports, and reporting income and paying expenses.

God has richly blessed the ministry of Trinity Lutheran Church and School. Today, we have many more full-time and part-time staff that serve many of the functions once assigned to boards. Our school has one grade per classroom and more teaching specialists. Our annual expenditures have increased ten-fold as the complexity of our church and school has grown.

In 1981, many of the operations of the church needed to be carried out by lay members, which is one of the main reasons why the administrative boards were established. As part of their work, the boards were given general supervisory authority over their assigned areas of responsibility. Each board was responsible for developing an annual work plan and preparing a budget for carrying out that plan. When church or school staff were called or contracted to serve under that board's general ministry authority, that board was responsible and had authority for supervision of the staff in that ministry function.

As the complexity and work load has increased, much of the work previously done by administrative boards was assigned to staff. Volunteers could no longer provide the amount of work needed. For example, the Treasurer's job became overwhelming as payroll and the amount of revenues and expenditures grew. So a bookkeeper (Financial Assistant) was hired to take over many of the Treasurer's duties.

As our membership and worship attendance increased, our needs to provide ministry also increased – pastoral care for the sick and bereaved, visits to the homebound, more time with our growing youth and children's ministries, managing the expanding physical properties, applying new technologies to record keeping, and much more.

With increased staffing, needs for supervision, staff evaluation, calling, hiring, and termination also increased. Volunteers serving on boards lacked the day-to-day experience in providing daily supervision and informed evaluation. In some cases, board members lacked experience and education in human resource management. Accordingly, key staff leaders have assumed more responsibility for supervising other staff at the encouragement of the lay leadership.

As our staff has grown, our governing documents have not kept up with the expansion of our staff and ministry. These include:

- **Constitution and Bylaws** (basic present form adopted in October 1981 and amended over the years) – the highest governing documents in our organization. All other documents are subject to the Constitution and Bylaws.



- **Standard Operating Procedures** (originally adopted in early 1980's and amended over the years) – a policy manual outlining authorities and responsibilities for all boards and a few positions. Since this document is referenced in the bylaws, it is an authoritative governing document.
- **Miscellaneous policies** – Over many years, the Voters Assembly, various Administrative Boards, and key employees have adopted policies. When adopted with proper authority, they become binding upon those they regulate, subject to their consistency with the Constitution and Bylaws. Preliminary work has been done to identity the various policies so that they may be brought together for consistent application and updating.
- **Job Descriptions** – Developed over several years as new positions became available. Each one describes what was desired at the time of their creation. However, several conflict with one or more of the documents listed above. Even if adopted recently, they are subject to the Constitution and Bylaws.
- **Employee Manuel** (adopted May 13, 2013 by Parish Planning Council) – According to the Bylaws, the Parish Planning Council does not have authority to establish policies. Unless this was specifically approved by the Voters Assembly, one might legally argue this document is not valid. However, it is an important human resource manual and is being used as an active governing document. Although adopted in recent years, these policies are subject to the Constitution and Bylaws.
- **Actual Practice** – What is actually done sometimes varies from written documents. This happens for a number of reasons. Two main reasons:
  - The documents include conflicting information and thus create confusion over specific responsibilities and authority. Often well-intentioned board members and staff simply did not understand their responsibilities and authority (or were given conflicting communication) or acted in order to fulfill their responsibilities even if they did not have authority to do so.
  - Administrative boards are made up of volunteers, and board membership changes every election. As a result, some responsibilities are not carried out or decisions are made inconsistent with governing documents and previously determined policies or resolutions. Sometimes boards have vacant positions or do not meet regularly. Thus, staff have organized programs and made plans in order to carry out the congregation's responsibilities assigned to them, even in cases where an Administrative Board was responsible and had authority. If the staff had not done this, the ministry would not have taken place.

## **Decently and In Order**

Clearly defined structure is important to our God. He brought order out of chaos in His creation. Paul reinforces God's nature being orderly: "For God is not a God of confusion but of peace" (1 Corinthians 14:33).

God instructs people in His church how to conduct themselves. "But all things should be done decently and in order" (1 Corinthians 14:40).

Paul commended the Colossians for their orderly conduct: "For though I am absent in body, yet I am with you in spirit, rejoicing to see your good order and the firmness of your faith in Christ" (Colossians 2:5).

When we fail to provide order in the way we carry out the church's mission, we sin against God in our poor stewardship of the gifts He gives us. By neglect, we provide opportunity for destructive conflict to undermine the missional work of Christ's church.

## **Civil Responsibilities and Legal Liability**

As citizens of the United States, we are responsible for following the laws of the land, federally and locally. God expects us to obey government leaders unless they require us to sin against God's commands. Paul writes, "There is no authority except that which God has established" (Romans 13:1). Luther's explanation to the Fourth Commandment also reminds us of our responsibilities toward all authorities.

The government establishes laws to provide safety and justice for its citizens. This includes protection for employees and employers. When a church fails to provide clear guidance in its governing documents, she fails to provide the best protections for both the church and its employees.

When we leave confusion in our governing documents, we leave ourselves vulnerable to unnecessary legal liabilities (e.g., claims over employment issues, litigation over major congregational decisions, etc.) and potential morale issues among staff and members.

## **Examples**

A major reason for revising the current Constitution and Bylaws is to help make our governing documents communicate clearly in order to assure performance in ministry and to avoid unnecessary conflict caused by confusion over roles and authority.

The following examples illustrate confusion in a major area of our structure – supervisory responsibilities and authorities for church and school staff. In order to serve our staff and congregation in accordance with God's will, our church needs to address these critical areas of confusion in our governance.

Supervisory responsibility for each staff person is identified differently in basic governing documents. Note below how the different documents identify different supervisors for the same position:

## Senior Pastor

- Employee Manual — Executive Director of Congregation and Board of Lay Ministry.
- Bylaws — Board of Lay Ministry (Art. 3, Section 3; Art. 7, Section 1).
- SOP — Board of Lay Ministry (Board of Lay Ministry #3, 6).
- Job Description — None available.
- NOTE: There is no designation in our bylaws or SOP for a *Senior Pastor* or *Associate Pastor*. The Board of lay Ministry adopted a resolution on February 3, 2003 defining these two positions, but the language was never incorporated into other governing documents.

## Associate Pastor

- Employee Manual — Senior Pastor.
- Bylaws — silent on this issue.
- SOP — silent on this issue.
- Job Description — Does not identify.
- NOTE: There is no designation in our bylaws or SOP for a *Senior Pastor* or *Associate Pastor*. (See note above under Senior Pastor.)

## Director of Operations and Outreach

- Employee Manual – Senior Pastor.
- Bylaws – There is no provision for a Director of Operations and Outreach.
- SOP – This position is not specifically mentioned. However, several functions of this position assume duties assigned to the Parish Planning Council (strategic planning), Board of Parish Properties (property construction, property and equipment maintenance, insurance), Board of Stewardship and Treasurer (working with budgets), Boards of Lay Ministry and Christian Education and Parish Properties (human resource policies and management), and Board of Evangelism. Based on assigned duties in the SOP, one could assume that the Director of Operations and Outreach should report to several Administrative Boards for their respective responsibilities.
- Job Description – Senior Pastor.

## Principal

- Employee Manual — Senior Pastor.
- Bylaws — Silent regarding Principal; however, see below as a teacher (Art. 5, Section 3 and Art. 3, Sec. 3).
- SOP — Board of Christian Education (#2 “supervise ... the personnel”).
- Job Description — Does not identify. (NOTE: The job description was written for a combined position of Principal / DCE, which was not actually implemented with our present principal.)

## Teachers

- Employee Manual — Principal.
- Bylaws — Pastor *and* Principal *and* Board of Christian Education (Art. 5, Sec. 3, emphasis added) or just to the Board of Christian Education (Art. 3, Sec. 3).
- SOP — Board of Christian Education (#2 “supervise ... the personnel;” #13 regarding calling; 14).
- Principal’s Job Description indicates that he is responsible for supervising the teaching staff.

**Director of Youth and Parish Education** (except for the recently revised job description, all other documents refer to Director of Christian Education)

- Employee Manual — Senior Pastor.
- Bylaws — There is no provision for a DCE or Director of Youth and Parish Education. However, one might argue that he is a teacher, in which case he would be accountable to Pastor *and* Principal *and* Board of Christian Education (Art. 5, Sec. 3, emphasis added) or just to the Board of Christian Education (Art. 3, Sec. 3).
- SOP — The Board of Christian Education (#2, 14, 17).
  - NOTE: In practice, the Board of Young People's Work often provided supervision for the DCE or Youth Minister, since the majority of his/her work was with Youth. However, neither the Bylaws nor SOP specifically grant this authority to the Board. One might argue that under the Board of Youth SOP section, items #2, 3, 13, 14, 17, & 18, the Board does have authority in this area.
- Job Description — Does not identify.

### **Director of Music**

- Employee Manual — Senior Pastor.
- Bylaws — There is no provision for a Director of Music, other than as a teacher. As a teacher, the bylaws indicate that she is accountable to Pastor *and* Principal *and* Board of Christian Education (Art. 5, Sec. 3, emphasis added) or just to the Board of Christian Education (Art. 3, Sec. 3).
- SOP — Board of Lay Ministry (page 3, section 12).
- Job Description — Senior Pastor.

### **Daycare Director**

- Employee Manual — Principal.
- Bylaws — Silent as a distinct position. If considered a teacher, then Pastor *and* Principal *and* Board of Christian Education (Art. 5, Sec. 3) or just to the Board of Christian Education (Art. 3, Sec. 3).
- SOP — Board of Christian Education (#2 “supervise ... the personnel;” #13 regarding calling; 14).
- Job Description — Not available.

### **School Janitorial Service**

- Employee Manual — Principal.
- Bylaws — silent regarding this position.
- SOP — Board of Christian Education (#2) and Board of Parish Properties (#4, 5, 6).
- Job Description — Not available.
- In practice, this was recently addressed by the Voter's Assembly.

### **Administrative Secretary/Receptionist (called Church Administrative Assistant in Employee Manual)**

- Employee Manual – Senior Pastor.
- Bylaws – silent regarding this position.
- SOP – The Board of Lay Ministry in consultation with the Pastor (5).
- Job Description – Does not identify.
- Practice – The Senior Pastor supervises this staff person. Prior to this, the Board of Lay Ministry supervised this staff person as indicated in the SOP.

### **Financial Assistant**

- Employee Manual — Church Administrative Assistant (her actual job description title is Administrative Secretary/Receptionist).
- Bylaws — silent regarding this specific position. However, one could argue that the duties of the Financial Assistant are duties of the Treasurer (Art. 7, Sec. 1). Prior to the employment of the Financial Assistant, the Treasurer did all the bookkeeping functions of the church. Over the years, the school also used employees for some of the school's bookkeeping.
- SOP — At one time, this came under the Board of Stewardship. However, the SOP for that board has been amended to delete all responsibilities for such a position.
- Job Description — Does not identify.

### **Maintenance Person and Church Janitorial Services (two different positions)**

- Employee Manual — Church Administrative Assistant (job description title is Administrative Secretary/Receptionist).
- Bylaws — silent regarding this position.
- SOP — Board of Parish Properties (#4, 5, 6).
- Job Description — Not available.

# Maintaining Status Quo

## What It Would Require to Follow the Existing Structure?

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Over many years, we have increasingly neglected to follow our Constitution and Bylaws and Standard Operations Procedures. Although current practices have changed, our governing documents have not been modified accordingly.

In addition, we have increased our professional staff by several members who have assumed responsibilities and duties once carried out by boards.

Many of our existing practices would need to be changed, some dramatically, in order to maintain our status quo system and operate according to our current governing documents.

A sample of those changes include the following:

### Excommunication

According to Constitution Article 3, Section D, the Lay Ministers should begin a process of personal and written notification to all members who have not communed for six months. If after proper admonition those members have not communed within a year, such members shall be submitted by the Lay Ministers to the Voters Assembly for removal by a unanimous vote.

### Voters Meetings

- To be in compliance with the Constitution Article 4, Section 1, we need to increase the number of regular Voters Assembly meetings to six per year (we currently hold three or four per year, whenever the Parish Planning Council deems necessary).
- To meet the original intentions of the Voters Assembly and make the meetings meaningful, we should significantly increase attendance (we currently average less than 30 per meeting). Although we have 85 people elected to offices in the church, **only about one third or less of our elected officers attend Voters Assembly meetings**. For average meetings, **less than 3% of the congregation makes the most significant governing decisions of the congregation**. If only 50% of our average worship attenders participated in the Voters Assembly, our attendance should exceed 150.

### Nomination Procedure

- We need to begin the nomination process in February and be complete no later than one week before the June meeting (we have not followed this process for some time – last year we did not have nominations completed by the time of the June meeting).

## **Audit Committee**

- We need to annually appoint an audit committee. It's report is due to the Voters Assembly each October (we have not done this for years).

## **Treasurer Responsibilities**

- The Treasurer needs to assume many of the bookkeeping responsibilities. (Many of the responsibilities have been delegated to an employed bookkeeper – we have an annual budget of \$1.8 million. A staff member was hired when the job become too cumbersome for a volunteer treasurer.)

## **Parish Planning Council**

- Stop making decisions for which it has no authority. (Many decisions made in past years will need to go to Voters Assembly meetings. To be meaningful, many more congregational members need to attend and be involved in the meetings.)
- Complete an annual plan of activity for the entire congregation. (Many of these planning activities are now done by staff. Thus, staff must stop making those decisions and wait for the Parish Planning Council to prepare the annual plan and for the Voters Assembly to approve it. Of course, many more people need to start attending Voters Assembly meetings).

## **Special Gifts Committee**

- Needs to function. (Although required by the bylaws, this committee has not been active for years).

## **Standard Operations Procedures (SOP)**

- The boards need to study and follow the Standard Operations Procedures (several boards rarely consult the SOP – one board deleted many of its procedures without determining another board or individual to take on the responsibilities).

## **Staff Need to Stop Performing Some of their Duties**

Staff need to stop doing many of the functions they have been performing since they do not have the authority. Officially, the boards have the authority according to our bylaws and SOP. For example:

- The Director of Music should stop planning worship, scheduling organists, and coordinating the work of the worship teams so that the Board of Lay Ministry can assume these responsibilities.
- The principal should stop administrating in the following areas in the Christian Day School, so that the Board of Christian Education can assume those responsibilities directly:
  - Supervise the total educational program for each education agency in the congregation, including personnel for the Christian Day School.
  - Approve curriculum.
  - Supervise the conduct of professional teachers on the staff of the congregation.

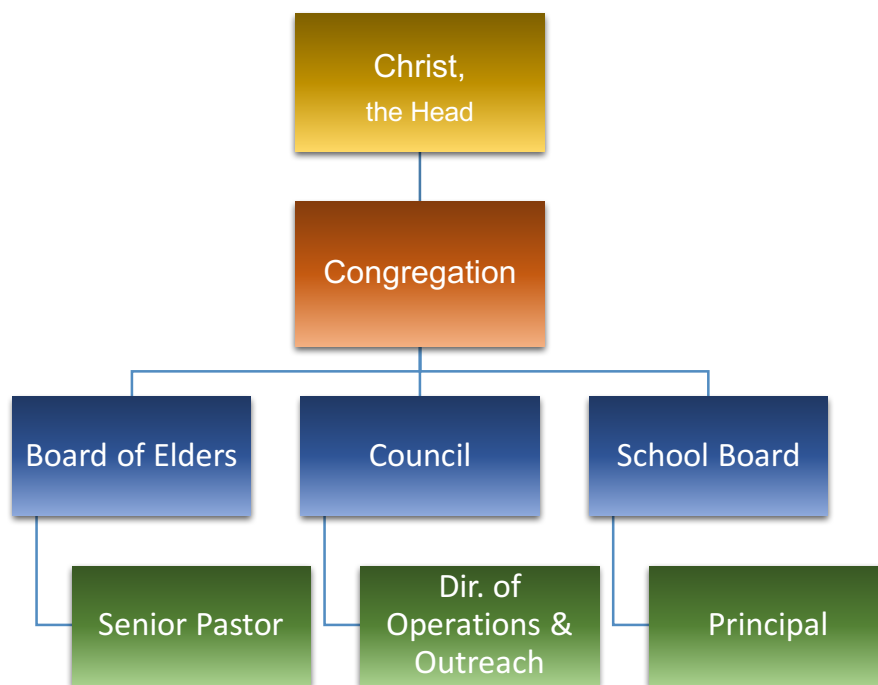
- Supervise the Parent-Teacher League and other similar volunteer organizations of the school.
- Provide for the professional growth of the educational staff.
- The Director of Youth and Parish Education should stop the following actions so that the Board of Christian Education can assume those responsibilities directly:
  - Be concerned for the assimilation of newly confirmed youth into appropriate agencies for study and activity.
  - Coordinate with organizations and other Boards and committees to coordinate educational activities within the congregation. This includes Sunday School, VBS, confirmation instruction, Bible studies, small group studies, etc.
  - Encourage increasing participation of every congregation member in Bible study.
  - Enlist, train, and place and continue to train lay teachers and leaders as the congregation's needs require (e.g., Sunday School, VBS, etc.)
- The Director of Youth and Parish Education should stop the following actions so that the Board of Young People's Work can assume those responsibilities directly:
  - Promote attendance and involvement of the congregation's youth at all youth activities.
  - Providing of the continuing spiritual growth of the young people of the congregation through Bible study, prayer, and Christian service.
  - Plan and carry out, together with other concerned Boards, a year-round program for the young people of the congregation.
  - Develop a program for the social fellowship of both young people and the young adults of the congregation, including various recreational programs.
  - Actively engage in the selection and training of leaders for the young people's program at all times.
  - Provide for continual education of young people on topics of current interest to them.
  - Provide opportunities for involvement as servants in the life of the community such as civic, school, cultural, humanitarian, recreational and social groups.
  - Provide counseling for the spiritual, moral, and social and vocational development of young people.
  - Supervise the work of all youth and Young Adult groups in the congregation.
- The Director of Operations and Outreach should stop the following actions so that the Board of Church Properties can assume those responsibilities directly:
  - Carry out all resolutions of the Voters Assembly on purchases, repairs, replacement of church property and equipment in conjunction with the congregational Purchasing Agent (the congregation needs to appoint and utilize a Purchasing Agent according to the bylaws).
  - Determine and engage, with congregational approval, adequate custodial help.
  - Supervise custodial help of church and school, including reviewing and recommending salaries and employee policies.
  - Determine policies for use of equipment and facilities.
  - Coordinate the schedule of activities for church property.
  - Supervise, control, and recommend adequate storage facilities for all church property, equipment, and supplies and the orderly maintenance of the same.
  - Annually check the adequacy of all types of insurance and negotiate insurance contracts.



- Enlist volunteer work crews for repair, improvement, cleaning, painting, decorating, landscaping and other projects.
  - Arrange by bid or contract for immediate repairs of an urgent nature and all normal repairs and alterations for which budget funds have been allocated.
  - Supervise all construction projects of the church.
  - Obtain legal information necessary for the wise consideration of contracts, deeds, and the like by the congregation.
  - Negotiate service contracts for the organ, office machines, and the like.
  - Sign official documents and contracts.
  - Obtain legal information on the laws governing nonprofit organizations.
- Several Boards need to be activated and their chairpersons need to attend all Parish Planning Council meetings and board chairpersons and members need to attend all Voters Assembly meetings.
    - In order for this system to function the way it was designed, we need active participation by all board members in all the meetings required by the bylaws. The boards cannot provide proactive and responsive service if they do not meet.
    - Boards need to provide regular reports at every PPC meeting and Voters Assembly. Often there are boards that fail to have a presence, let alone provide reports.
    - All boards are to keep regular minutes which are the property of the congregation. Some boards have failed to keep minutes or submit them to the congregation.
    - Following the election of officers every two years, all board members and officers should be brought together for training and planning. While this has been done occasionally in the past, it has often been neglected.

## 4. Basic Organizational Chart of Proposed Structure

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**The Congregation** shall be the overriding governing authority, subject to Jesus Christ, the Church's head (e.g., Colossians 1:18). All confirmed members age 18<sup>2</sup> and older will be authorized to vote in congregational meetings. The congregation limits its own actions and delegates all other governance and management functions to its main boards. Boards govern primarily through policy and delegate most management functions to staff. Actions reserved for the Congregation include:

- Annual meetings to elect officers and board members
- Approve a budget summary ("big picture budget" connected to a summary ministry plan for the coming year)
- Calling pastors and commissioned ministers
- Removing elected officers, called pastors, and commissioned ministers for cause
- Exercising the final step of excommunication (upon recommendation of the elders)
- Adjudicating disputes among the boards if necessary (may be delegated to a small committee appointed for this purpose)
- Amendments to the Constitution and Bylaws
- Anything else required by civil statute

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<sup>2</sup> The Task Force will seek legal counsel on the minimum age requirements under Montana state law.

**Board of Elders** serves as the key spiritual lay leadership of the congregation:

- Elected by the Congregation for two-year terms; may serve unlimited number of terms
  - Number of elders shall be at least one elder for every 20 family households
  - All Pastors meet with the Board of Elders as non-voting members
- Supervises and delegates to key staff person (called by Congregation): Senior Pastor
  - Senior Pastor supervises and delegates to Associate Pastor(s)
- Serves as the call committee for filling Pastoral vacancies; may also appoint members at large
- May appoint deacons and deaconesses to assist with visitation responsibilities
- Authorized to work together with the Pastors to oversee the spiritual welfare of the Congregation
- Authorized together with the Pastors to review the spiritual work of the Congregation and test it against the Scriptures and the Lutheran Confessions
- Authorized to assist the Pastors in responsibilities of worship and pastoral care
- Responsible for providing spiritual care of the Pastors and their families
- Responsible for evaluating and monitoring the performance of the Senior Pastor
- Assists the pastor in preparing lists of candidates for calling other church staff (e.g., Director of Christian Education, Deaconess, Director of Music, Associate Pastors, etc.)
- Adopts policies together with the Senior Pastor and with the counsel of Associate Pastors; this includes defining the congregation's mission together with the Church Council
- Appoints and supervises special spiritual care ministries including Reconciliation Ministry
- Delegates to the Senior Pastor (called by the Congregation) the administration of all areas under spiritual leadership, including supervising staff, budget planning and management, and directing the ministry functions to fulfill the spiritual mission of the congregation.

**Senior Pastor** responsibilities include:

- Appointing and supervising all preaching for the church
- Administrate all teaching in the church (e.g., Bible class, Sunday School, confirmation, and VBS), much of which will be delegated to the Director of Youth and Parish Education
- Administrate all worship services (including implementing policies for weddings and funerals), some of which will be delegated to the Director of Music and Associate Pastor
- Delegate to the Director of Operations and Outreach for the education of congregational witnessing and the implementation of evangelism, local missions, and global missions
- Administrate the monitoring of spiritual health including worship attendance, communion attendance, Bible study attendance, Baptisms, stewardship (giving of time, talents, and treasures), and membership
- Administrate Pastoral counseling
- Administrate Pastoral visits
- Administrate spiritual issues that arise in administrative functions (e.g., coordination of social ministries with evangelism, Christian conciliation clauses in contracts, etc.)
- Supervision of church staff related to above functions:
  - Associate Pastors
  - Director of Youth and Parish Education
  - Director of Music
  - Administrative Secretary / Receptionist

**Council** serves as the governing board for social ministries and management of fiscal, property, and legal areas:

- Elected by the congregation for two-year terms. Except for the Chairperson of the Board of Elders, Council members may serve no more than three consecutive terms. Members include:
  - All corporate officers (President, Vice President, Secretary, Treasurer)
  - Chairpersons of the Elders and School Board (or their designees)
  - Three other members elected at large from the congregation
    - Nominees shall demonstrate spiritual wisdom and may demonstrate education or experience in finances, legal affairs, human resource management, property management, or governance (to be set by policy of the Council)
  - Senior Pastor (or his designee) serves as a non-voting member
- Supervises and delegates to key staff person (non-called; employed by the Council): Director of Operations and Outreach
  - Employs or terminates the Director of Operations and Outreach
  - Hired only with the approval of the Senior Pastor
- Governs its specific assigned areas through policy, not through management decisions; this includes defining the congregation's mission together with the Board of Elders
- Delegates to the Director of Operations and Outreach the management of all areas under administrative leadership, including supervising other church staff not supervised by the Senior Pastor or the Principal, preparing and managing the overall church budget, and directing the social ministry and mission-supporting functions of the congregation.

**Director of Operations and Outreach** responsibilities include:

- Fiscal management for church and school including accounting, management of payroll services and reports, overall budgeting and management of revenues and expenditures (works together with Principal for school finances), and management of financial assets including cash deposits, memorial gifts, endowments, and foundations
- Property management for church and school including maintenance, building programs, income property management, etc.
- Risk management for church and school including all insurance contracts (e.g., liability, property and casualty, E&O, etc.)
- Human resource management for church and school including employee policies, compensation policies, employment procedures, performance evaluation policies and procedures, etc.
  - Note: Certain employees may be supervised by other key staff (Senior Pastor, Principal), but human resource management policies and practices shall be the responsibility of the Director of Operations and Outreach
- Legal management for church and school including contracts, liability concerns, proactive planning, etc.
- Overseeing fellowship ministry team and social ministries such as food and clothes pantries, assistance for the poor, and other human care needs
- Submits to Pastor for supervision of Director of Outreach responsibilities
- Supervising all church staff not supervised by the Senior Pastor or Principal, including:
  - Financial Assistant
  - Administrative Assistants (not including the Administrative Secretary/Receptionist)
  - Maintenance and janitorial staff (including contracted staff)

**School Board** serves as the governing board for Trinity Lutheran School and Daycare:

- Seven members elected by the congregation for two-year terms; may serve no more than three consecutive terms.
  - At least 51% of the members of the School Board must be non-parents of school children
  - One member of the School Board shall be elected from non-church member parents
  - Non-parent nominees for this board shall demonstrate spiritual wisdom and may also demonstrate experience or education in the areas of financial management, legal competency, education, human resource management, or governance (to be set by policy of the Council)
- Supervises and delegates to key staff person (called by Congregation): Principal
- Serves as the call committee for filling vacancies in the office of Principal or Teachers
- Governs its specific assigned areas through policy, not through management decisions
  - For example, the School Board may set general policy requirements for curricula, but the Principal shall be responsible for determining actual curricula.
  - This includes defining the mission of the school, subject to the congregation's mission
- Assists the Principal in preparing lists of candidates for calling or contracting teachers
- Delegates to the Principal (called by the Congregation) the management of all areas under school administrative leadership, including supervising staff, planning the budget and managing school finances, and directing the school and day care ministries.

**Principal** responsibilities include:

- Supervises all School and Day Care faculty and staff, including annual performance evaluations
  - Delegates administration, supervisory responsibilities, and operations of the Day Care to the Director of the Day School (including hiring and terminations)
- Supervises all organizations serving the school such as Parent/Teacher League, special fund-raising events, etc.
- Hires and terminates all non-called and contracted school staff
- Coordinates with Pastor for supervision of Director of Music (for school responsibilities)
- Coordinates with Director of Operations and Outreach for supervision of janitorial or maintenance staff (for School and Day Care responsibilities)
- Prepares and manages a balanced budget for School and Day Care ministries (coordinating with Director of Operations and Outreach)
- Selects curricula for the School (the Board sets policies, but the Principal selects)
- Implements and maintains school policy manual (school handbook)
- Determines the school calendar and events

## **Minimizing Conflict and Coordinating Work**

This proposed organizational structure requires that the three boards coordinate their efforts and communicate with each other. Thus, the chairpersons of the Elders and School Board serve on the Council. Ultimately, the three boards are accountable to the Congregation for their work. The Council will serve on behalf of the Congregation to settle any jurisdictional disputes among the three boards. Any disagreement with the Council's decision may be appealed by one of the three board chairpersons to the Congregation for a final resolution.

## **What about Service of Other Board Members and Positions?**

The governing and management responsibilities of other presently operating boards shall be delegated to either one of the three boards or key staff positions. The new board or staff member responsible for those areas will continue to need lay members to serve in those areas and may do so through specific ministry projects or ministry team assignments.

Involving the laity is important for accomplishing ministry work and to enable members to actively serve in ministry functions. Most lay leaders will be freed from the regular requirement for monthly meetings so that they can provide meaningful service to Christ and His church. (In the Task Force meetings with boards, many board members expressed appreciation for being relieved of monthly meetings while still being able to serve in ministry functions.) The proposed system continues to provide for ownership by the membership in actual ministry service.

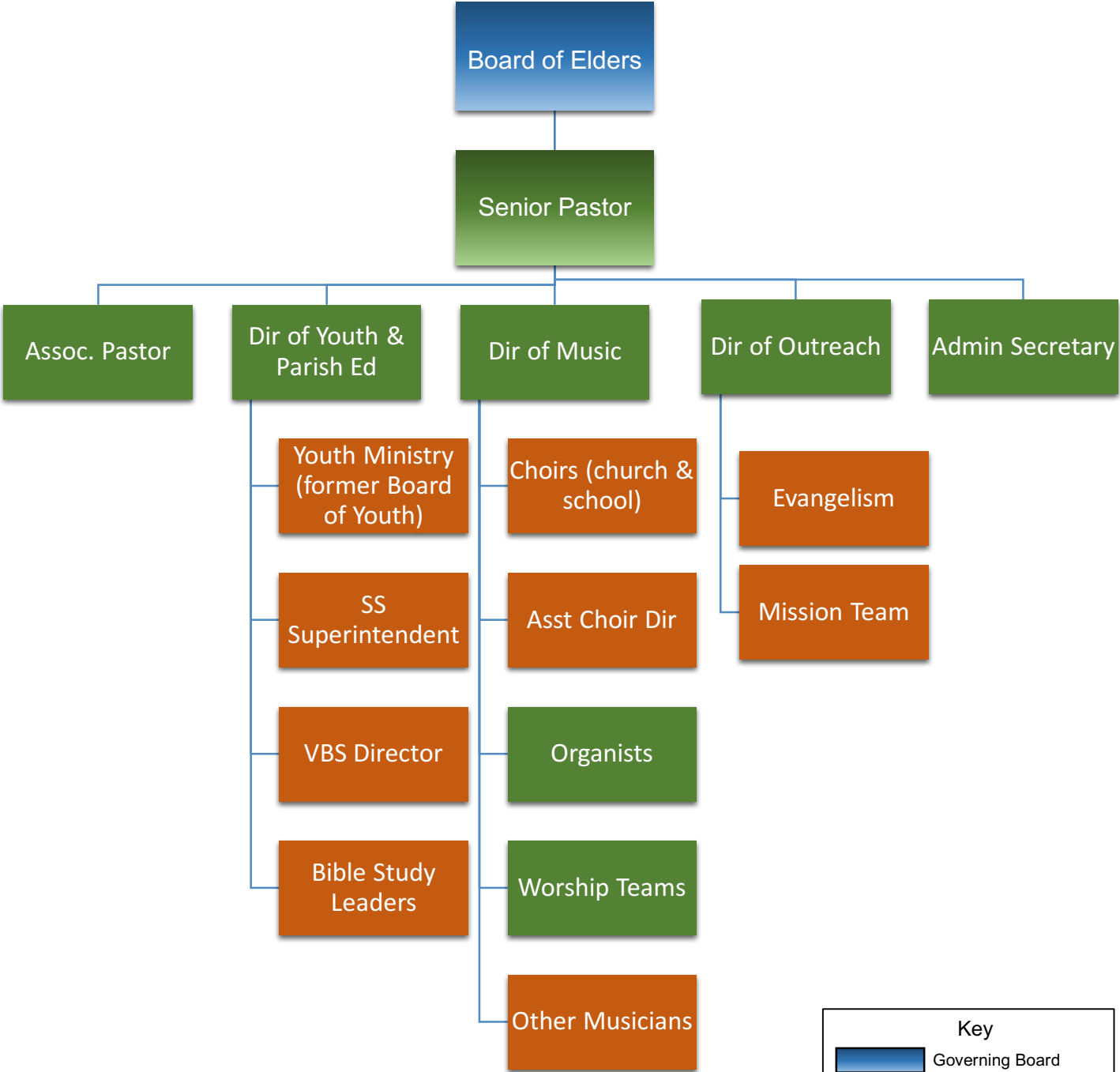
Under the proposed organizational structure, key leadership vision and direction (governance) will be provided through three lay boards, who delegate day-to-day operations to our qualified staff. The general responsibilities for organizing and implementing many ministry functions move from boards of volunteers to employed staff leaders. This will improve accountability and reactivity to ministry opportunities. However, the staff will continue to depend upon lay members to actually carry out many of the specific ministry activities that were previously accomplished by board members.

In many ways, Trinity Lutheran Church and School is already functioning under the proposed structure, contrary to its present Bylaws and Standard Operating Procedures. For example:

- The Director of Youth and Parish Education is organizing Bible studies instead of the Board of Education. He is also directing many of the youth activities instead of the Board of Young People's Work.
- The Principal is supervising the teaching staff and aides of the school instead of the Board of Christian Education.
- The Senior Pastor arranges for youth and adult confirmation, rather than the Board of Christian Education.
- The Director of Youth and Parish Education appoints the Sunday School Superintendent and provides curricula for Sunday School and VBS, rather than the Board of Christian Education.
- The Senior Pastor and Director of Operations and Outreach work with the Church Administrative Secretary/Receptionist to prepare bulletin announcements and newsletters, rather than the Board of Public Relations.
- The Director of Operations and Outreach schedules some of the contracted maintenance work and plans for janitorial services, rather than the Board of Parish Properties.

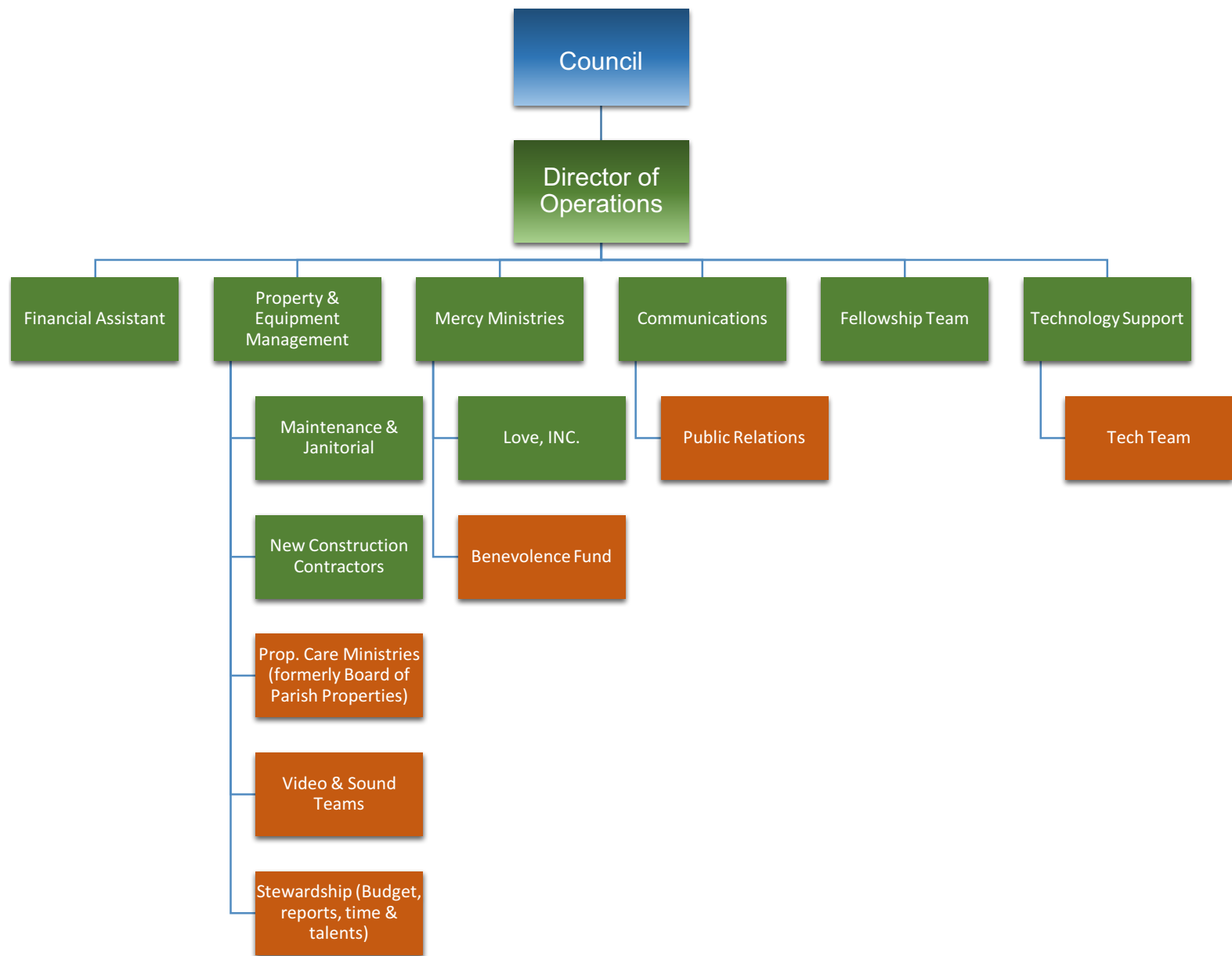
Trinity Lutheran Church & School  
Constitution Revision Task Force  
Proposed Organizational Structure





Organizational Chart: Board of Elders & Senior Pastor  
Showing Informal Structure where Present Boards & Staff May Serve in  
Proposed Structure



Key	
<div></div>	Governing Board
<div></div>	Key Staff Leader
<div></div>	Employed/ Contracted Staff
<div></div>	Members in Ministry

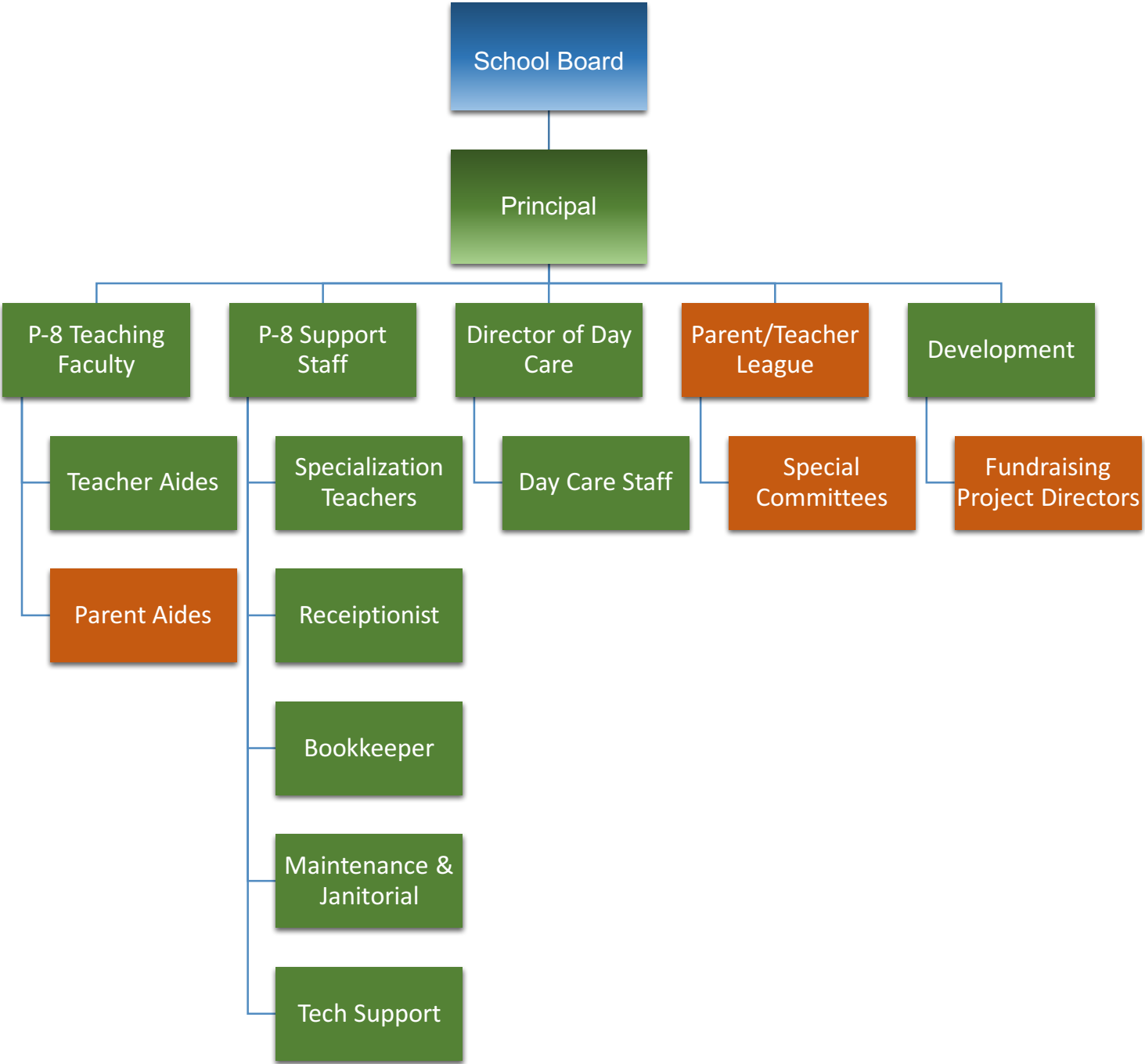
**Organizational Chart: Council & Director of Operations**  
**Showing Informal Structure where Present Boards & Staff May Serve in Proposed Structure**



Key	
	Governing Board
	Key Staff Leader
	Employed/ Contracted Staff
	Members in Ministry



**Organizational Chart: School Board and Principal**  
**Showing Informal Structure where Present Boards & Staff May Serve in Proposed Structure**



Key

Governing Board

Key Staff Leader

Employed/ Contracted Staff

Members in Ministry

Examples of continued service where present board members may serve in the proposed structure:

- **Board of Christian Education:** Christian education board responsibilities fall under two areas: Parish Education and the Christian School and Daycare.

In the proposed structure, the Elders and Senior Pastor are responsible for parish education, a spiritual function. The Senior Pastor may delegate certain aspects to others who report to him (such as the Director of Youth and Parish Education), but church members will be needed to serve in ministry functions such as:

- Sunday school superintendent and Sunday school teachers
- Bible class leaders
- Vacation Bible School leaders, teachers, and assistants

In the new structure, responsibilities for the School ministry will continue to be carried out by the School Board, a similar board but focused on just the School ministry. The School Board will govern by setting vision and policy, but many of the present board's responsibilities will be delegated directly to the Principal. For example, the Principal will be responsible for budgeting and financial management, determining curricula, supervising faculty and staff, and similar areas. The Principal will still seek lay involvement:

- Parents and former board members for special ministry projects such as special purpose committees, fund-raising events, fellowship activities, school outings, and other projects.

- **Board of Parish Properties:** Setting policy for property management becomes the overall responsibility of the Council, but the implementation of maintenance issues will be delegated to the Director of Operations and Outreach. He may seek assistance in several areas:
  - From those who previously served on the Board of Parish Properties, such as serving on a working committee that reports to him for maintenance issues, insurance reviews, securing bids, equipment reviews, asset valuation for insurance, etc.
  - From others who have worked on church and school property projects including special maintenance and repair projects, landscaping, spring and winter clean up days, etc.
  - From those who have experience in legal issues for reviewing legal contracts and identifying legal needs
- **Board of Young People's Work:** In the new structure, the Board of Elders will work with the Senior Pastor for general policies regarding youth ministry. The Senior Pastor assumes overall management responsibilities and delegates to the Director of Youth and Parish Education. The Director of Youth and Parish Education will plan and staff events, seeking the assistance of those who served on the board and other committees such as:
  - Parents of youth
  - Assistance with FIRE, FLAME and FLICKER activities
  - Chaperoning and assisting with planning for mission trips and youth outings
- **Board of Stewardship:** This board's responsibilities are divided between two areas in the proposed organizational changes. The spiritual life portion (which is primarily monitoring and educating responsibilities) falls under the general governance of the Elders and is mostly delegated to the Senior Pastor. The collection of funds, budgeting, and reporting of actual

revenues and expenses falls under the Council's policies, with day-to-day operations delegated to its staff person, the Director of Operations and Outreach.

The Senior Pastor may seek assistance in spiritual life responsibilities, assigning an individual or ministry team to monitor:

- Attendance (worship, communion, Bible study) – monitored as a function of individuals' spiritual health and the congregation's overall spiritual health
- Financial giving – monitored as a function of individuals' spiritual health (e.g., a major decrease in giving may be an indicator of a personal conflict, financial emergency, or other area requiring spiritual care)
- Service and giving of talents – monitored as a function of individuals' spiritual health
- Assisting with connecting members to service projects based on talents

The Director of Operations and Outreach will work with the Financial Assistant, the Treasurer, the Financial Secretary, and the Principal for collection of funds, budgeting, and reporting of actual revenues and expenses. In carrying out his responsibilities, the Director of Operations and Outreach may seek help from individuals or committees in the following areas:

- Financial secretary
- Establishing policies and managing Endowment Funds
- Serving as auditors (appointed by the Council)

- **Board of Evangelism:** This board's responsibilities fall under the general guidance of the Elders and will be delegated to the Senior Pastor. The Senior Pastor may delegate the educational functions of evangelism to the Director of Youth and Parish Education or Director of Operations and Outreach. Evangelistic visitation and mission responsibilities will be assigned to the Director of Operations and Outreach. Those who previously served on the Board of Evangelism may have opportunity to serve:
  - In providing education for the congregation and groups under the direction of the Director of Youth and Parish Education.
  - In making evangelism calls under the Director of Operations and Outreach, and at the request of the Senior Pastor and Board of Elders.
  - In fundraising and planning for mission trips such as the Manitoba Mission with LAMP—Canada, work projects for the congregations on the Crow and Northern Cheyenne Reservations in the Montana District, and other mission events.
- **Board of Fellowship:** This board's duties fall under the general policies of the Council, and will be delegated to the Director of Operations and Outreach. He will likely seek the assistance of former board members and others in areas such as:
  - Assisting in planning fellowship activities.
  - Managing the use of all equipment and property used for fellowship activities, including the kitchen, fellowship hall, school gymnasium (together with the Principal), etc.
- **Board of Public Relations:** This board's duties will be assumed by the Director of Operations and Outreach. He will likely seek assistance from individuals or committees in areas such as:
  - Preparing and submitting news releases to media.
  - Working with communications within the church and school communities (such as the newsletters, web site, social media, email lists, etc.)
  - Designing and maintaining changing signs and banners for the church property
  - Designing and maintaining church bulletin boards

- **Treasurer:** Instead of reporting to the Congregation, the Treasurer will report to the Council, working directly with the Director of Operations and Outreach. He or she will continue to be responsible for preparing financial reports, which will guide the staff leadership in management responsibilities and provide reports for the Council and Congregation.
- **Financial Secretary and Financial Assistant:** The Financial Secretary (presently a volunteer) and Financial Assistant (presently a staff person) will continue to serve, reporting to the Director of Operations and Outreach rather than to the Board of Stewardship and the Administrative Secretary/Receptionist. The present Standard Operating Procedures manual has been amended to delete a number of the responsibilities for the Board of Stewardship. The former deleted duties will be reviewed and reinstated as necessary under the Director of Operations and Outreach. The Financial Secretary will continue to utilize counters for the Sunday offerings.
- **Purchasing Agent:** Although required by the current Standard Operating Procedures manual for more than 30 years, the church does not utilize one. The Director of Operations and Outreach will be responsible for establishing policies for purchasing and appointing anyone necessary to assist with purchasing.