

RESOURCE MANUAL FOR CONGREGATIONAL LEADERSHIP

Introduction

This Resource Manual for Church Officers and Boards has been prepared as a tool to assist pastors and congregational officers as they endeavor to extend the Kingdom of our Lord Jesus Christ.

This manual was originally developed by the South Dakota District LCMS under the leadership of District President Rev. Vernon Schindler. The structure and program of each District is unique (i.e. Campus Ministry, p 7-8). The structure and programming of each congregation is also unique. The manual is offered as an encouragement to review and update your congregation by-laws and specific responsibilities of officers and appointed committee so that all might serve Him joyfully and faithfully.

Our intent is that this manual will serve as a catalyst for better organization, administration, and leadership in the church so that in all things God may be glorified. Hopefully this manual will serve that purpose and be a blessing to you.



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PREFACE TO DUTIES OF OFFICERS

Administration or organizational function of the congregation is of key importance. The following general principles help to give an overview of the general framework of function.

- The Voters' Assembly establishes policy, elects the congregational officers and Church Council, and makes major decisions.
- The pastor is the spiritual leader and advisor in all areas of congregation life.
- The officers are at all times to set exemplary Christian lives to the members of the congregation. (i.e. regular church attendance, regular Bible class attendance, etc.)
- Regular meetings of each board or committee, as well as the Church Council, are essential to do the total program that should and could be done.
- The chair/President of the congregation is the "executive director" responsible for keeping the congregation moving forward.
- In larger congregations with a Church Council, all chairmen of designated major boards and committees are voting members of the Church Council.
- The Church Council (1) hears reports on progress of each area of work from the respective chair, (2) receives and acts upon recommendations from its committees or boards and reports or makes recommendations of the same to the Voters' Assembly, and (3) plans and coordinates action in improving and extending the building of the Kingdom of God.
- The Church Council implements and coordinates the total program and avoids inaction, duplication, or omission of any part.

God has given the talents to lay members in a congregation to do His work. Irresponsibility and inactivity of lay leaders in the church is due not primarily to inability or unwillingness to serve, but to a lack of clear-cut directives on "what to do." These pages, which list specific responsibilities (job outlines) for various areas of work, should be beneficial to each chairman and every committee member.

PRESIDENT

1. The President of the congregation is the "Executive Director" of the program of the congregation. As such, he is responsible for all elected or selected officers, boards or committees of the congregation functioning and carrying out their individual responsibilities.
2. He shall preside at all meetings of the Voters' Assembly and the Church Council.
3. He shall prepare an agenda for each council meeting and after consideration by the council, prepare the agenda for the Voters' Meeting. He shall be an "ex officio" member of all standing committees and shall attend personally or designate the Vice-President of the congregation to attend meetings of committees whenever necessary or advisable.
5. He (and the Vice-President, when possible) shall meet at least once each month with the pastor to analyze past progress and plan future efforts and emphases needed in the total church program.
6. He shall designate and delegate definite responsibilities to his assistant, the Vice-president of the congregation.
7. He, together with the pastor and the Vice-President, shall discuss the need, ways, and means of Officers' Training, by use of personal conferences, "retreats," dinner meetings, etc.
8. He shall countersign all the bills prior to payment by the Treasurer, if so directed by policy of the congregation.
9. He shall encourage officers and chairmen of committees to adopt a principle of making concise written reports and well-worded recommendations to the Voters' Assembly in the interest of the stewardship of time.
10. As directed by congregational resolution or by-laws of the congregation, he shall make appointments to committees on the basis of talents, interest and willingness of members as uncovered by the Stewardship Committee's "Time and Talent Program" (Spiritual Gifts Inventory).
11. He shall seek every opportunity to commend "leadership shown" and "job well done" by members of the congregation.
12. He shall conduct meetings in accordance with good "rules and orders" and give attention to avoid long or drawn out meetings

VICE-PRESIDENT

1. The Vice-President shall preside at meetings of Voters or Church Council in the absence of the President or when asked to do so by the President.
2. He shall acquaint himself with his responsibilities as they are outlined in "Responsibilities of President" - particularly noting items 3, 4, 6 and 7.

TREASURER

The treasurer shall serve as the financial officer for the congregation. He/she should be a voting member of the congregation and have experience in bookkeeping and accounting. The treasurer may also serve as an advisory member of the finance board and the board of stewardship. Responsibilities include:

1. Disbursing funds of the congregation in accordance with its resolutions, approved budgets, and as directed by the Church Council.
2. Filing all of the tax forms (federal and state) by the appropriate due dates.
3. Investing all funds as directed by the congregation or Church Council.
4. Monitoring the cash flow of the operational budget and making prudent decisions in disbursing funds in periods of low receipts.
5. Maintaining the cash journals, general ledger, and all subsidiary ledgers.
6. Giving complete financial reports at each Church Council and/or Voters' Assembly.
7. Providing other financial information as requested by the church body.
8. Keeping informed as changes occur in requirements for reporting of tax and financial information.
9. Reviewing the LCMS "Congregational Treasurer's Manual" to stay current on administrative and financial details.
10. Maintaining all records for the various designated funds and trusts and administering such monies as set forth by the Church Council, Voters' Assembly and the desires of the donors.
11. All accounting reports and records shall be reviewed annually by a financial review committee or professional certified public accountants.

SECRETARY

1. The Secretary shall be responsible for the safekeeping of all permanent minutes, past and present, of the congregation.
2. He shall faithfully record in permanent records all minutes of the Voters' Assembly and Church Council.
3. He shall conduct all official correspondence of the Voters' Assembly and the Church Council.
4. He shall maintain an accurate list of all voting members of the congregation.
5. He shall keep an accurate attendance record of members of the Voters' Assembly and also the Church Council.
6. He shall be responsible for notifying members of the Voters' Assembly of the date, time and place of regular and special meetings.
7. He shall supply "digests" of meetings for parish paper, church bulletins, etc. as requested.
8. He shall stand ready to supply committees with information as recorded in church minutes when so requested.

CORPORATE OFFICERS

The corporate officers shall be specified in the articles of Incorporation or Bylaws. (e.g. President, Secretary, Treasurer or others.)

RESPONSIBILITIES

1. Obtain and supply all legal information necessary to the wise consideration of contracts, deeds, etc., by the congregation.
2. Sign all official documents and contracts that have been approved and negotiated by the congregation.
3. On the year designated by the Secretary of State, (usually tri-annually), complete, sign and return the "Non-profit Report" to the Secretary of State's Office.
4. Care and safe keeping (fire-proof safe or safety deposit box) of all official documents of the congregation (checklist of documents):
 - a. Articles of Incorporation (or Constitution) and By-Laws of the congregation
 - b. All deeds
 - c. All insurance policies
 - d. All mortgages and notes
 - e. Legal opinions and correspondence
 - f. All contracts
 - g. Blueprints and specifications
 - h. Others
5. Make an inventory, annually, of all official documents in safekeeping and cause a list of it to be entered into the official minutes of the congregation.
6. Know the contents and expiration date of Articles of Incorporation of the congregation.
7. Obtain information on the laws of the State governing non-profit organizations.

FINANCIAL SECRETARY

The Financial Secretary, if so designated by the congregation, shall serve on the Finance Committee and serve as an advisory member on the Stewardship Committee. This person shall be a voting member of the congregation and should have experience in the handling of receipts and maintaining orderly records. Responsibilities include:

1. Oversee the counting of all service offerings and deposits to the bank account.
2. Report to the treasurer, via the weekly offering form, the total breakdown of contributions for the week.
3. Oversee the posting of all contributions to individual member's contribution records and to resolve disputes in posting errors.
4. Report to the Church Council and congregation monthly and year-to-date total contributions received for various purposes.
5. Notify the pastor of any special contributions that might require a special acknowledgment to the donor.
6. Make sure donors receive proper substantiation for all gifts per IRS requirements.

MINISTRY TO, WITH, and BY THE AGING

Although "aging" is a process in which every person is involved, we here refer to "the aging" as those people of God who are in the "golden years" of life. These people provide a wealth of talents, abilities, resources, etc. for the church of God. They need to be involved in the life of the congregation as well as every other member.

Many of the elderly are healthy and vibrant members of the congregation and are busy and active in doing their part in the building of God's Kingdom. Others experience poor health and need the ministry of the congregation more. Still others are healthy, but choose to do nothing unless asked. We need to be concerned about all these people and involve them in any way possible so they might all experience the joy of service to our Lord and His people.

The committee should be composed of people truly committed to this ministry; any age person can serve. Motivation is more important than age. Concentration should be, however, on older persons running their own ministry. A congregation's ministry needs to be *to*, *with*, and *by* the elderly. The following ideas are given as suggestions. Your committee will undoubtedly find more ways to involve people in serving their Lord.

- Determine who are the elderly? What can they do? and How can we help them perform some sort of service and ministry to their Lord and His Church?
- Survey the needs among the elderly of the congregation and the community. Are they living alone? Can they get out on their own? How is their health, vision, hearing, etc.? Are they employed?

TO	WITH	BY	
X		X	1. Visit those who are ill, in nursing homes, etc.
X		X	2. Help elderly find help with business, financial or legal matters when needed.
X		X	3. Telephone (or visit) regularly to check on those who are alone.
X		X	4. "Adopt" a senior and befriend him/her on holidays, birthdays, etc.
X	X	X	5. Help with housekeeping, yard clean-up, meal preparation, laundry, etc. as needed.
X	X	X	6. Set up Health Fairs.
X	X	X	7. Provide rides to worship, Bible Classes, shopping, etc.
X		X	8. Be "listeners" to the elderly.
X	X	X	9. Provide "Meals-on-Wheels" to needy and shut-ins.

TO WITH BY

- | | | | |
|---|---|---|-----------------------------------------------------------------------------------------------|
| X | | X | 10. Send birthday cards and recognize those over 70 in some public way. |
| | X | X | 11. Serve on various committees, boards, etc. |
| | X | X | 12. Help others face crises in their lives. |
| X | X | X | 13. Help others face death. |
| | X | X | 14. Arrange tours for elderly. |
| | X | X | 15. Make banners for the church. |
| | X | X | 16. Do "handy-man" tasks around the church. |
| | X | X | 17. Crime watch and security tasks. |
| | X | X | 18. Sing in and/or direct a choir. |
| | X | X | 19. Form fellowship groups. |
| | | X | 20. Lead Bible studies for the aging. |
| | | X | 21. Help with office tasks, i.e. typing, folding, labeling, shipping, filing, recording, etc. |
| | | X | 22. Telephoning for the pastor, Day School teachers, secretary, etc. |

CAMPUS MINISTRY

Young adults (ages 20-29) are the most unchurched segment of our population. Some congregations regard them as being in some kind of limbo, judging from the lack of contacts, programs, and concern for them. Campus ministry is to be seen as an important part of a congregation's ministry to all its members. They are special among God's people because of the exciting role they can play in His church. Whether pursuing a career, gaining new skills for a job they already have, or developing new interests in life, they are a tremendous resource for ideas and leadership in the church. We are called upon to continue to minister to their special needs if they are in our midst or away on campus in a different community. In continuing your ministry to this group of important young people, your District Campus Ministry Task Force suggests that you adopt a positive and aggressive approach.

1. Select a group or a person to be responsible for Student Ministry. If you are a small congregation, one person might be asked to carry out this responsibility. For larger congregations, we suggest a committee of three people: a parent, a student, and a member of a board to which it is accountable. A ladies' or men's group or another group in the congregation could be responsible for this ministry.
2. Prepare a roster of students (those students "away" at residential schools, those "at home" in community or area schools). Remember that students today are of all ages (the average age is 27), single, married, and attending part-time as well as full-time.
3. Send names and addresses of students away at college to the Campus Ministry Chairman and/or the LCMS pastor in that community or on campus and inform the student of the location of the LCMS congregation and name of the pastor. There are contact pastors in every community in our State that has an institution of higher learning.

*Iowa District West financially supports campus ministry at
Memorial Lutheran Church, Ames (Iowa State University)
Trinity Lutheran Church, Des Moines (Drake University)*

4. Get to know the students. Be sensitive to their schedules, needs and concerns.
5. Plan a twelve-month program of ministry. Avoid infrequent or token contact. Share with others what you're doing, so ideas that work can be implemented in other congregations.
6. Have a special breakfast, lunch, or dinner or an open house in honor of students. Encourage them to talk about their studies, free time, values, and Christian faith. Do the above during your Sunday Bible Study time, or in connection with a church meeting, or social activity.
7. Hold an open house or reception for college students in your home or at the church, at which you talk about the issues important to them.

Ongoing ministry

1. Put students away from home on your church mailing list.
2. Visit a student if you happen to be in his or her college area.
3. Send personal letter sometime during the school year.
4. Include students who live in your community to be a part of church committees or boards.
5. Remember the students in prayer.
6. Remember the students with cards on birthdays and other special occasions throughout the year.

Conduct a College recognition service in August before school opens, the last Sunday in December or the first Sunday in January during the Christmas break, during the Easter break, and in June after graduation. Your agenda and the availability of the students will determine the best date. Letters sent a month in advance and phone calls made to each student should ensure the best attendance possible.

Suggestions for Worship

- Include students in planning worship.
- Print the names of college students in the Sunday bulletin. Introduce them to the congregation.
- If your parish is involved in campus ministry, be sure to report on or discuss what your church is doing.
- Give a book or memento to each student.
- Use the prayer or litany listed below.

Prayer for Student Recognition Sunday

Almighty God, fountain of all wisdom and knowledge, you have called us to be faithful to you wherever we are. Look with favor this day on the schools and universities of our land, especially on those who teach and learn to serve. Grant to professors and students an earnest desire for the truth. Give them diligence, vision, imagination, and a love for people. Help them to remember their baptismal covenant, that in all they do they may seek those things that are pleasing to you. Grant also to parents and church workers a measure of your Holy Spirit that they may share your Word with clarity, always willing to admonish and to teach, to comfort and to encourage. Keep our students faithful to their calling as your sons and daughters. Hear us, O Lord, for the sake of Jesus Christ, Your Son, our Lord. Amen.

RESOURCES

Help! I'm In College, by R. Gesch, 29 student-to-God talks. 128 pages. \$3.95, Concordia Publishing House.

Day By Day With Jesus, by Rudolph F. Norden. A meditation based on Bible verse...for every day of the year. It's an application of the life-empowering Gospel for Christians. \$12.95, Concordia Publishing House.

Hey God What About...?, by James T. Cumming and Hans Moll. Seventy-four questions college-age youth have been asking about a variety of social, moral, and theological topics. 112 pages. \$4.95, Concordia Publishing House.

CHRISTIAN EDUCATION COMMITTEE

ORGANIZATION OF THE CHRISTIAN EDUCATION COMMITTEE

Because of the extended scope of responsibility of the Christian Education Committee, some congregations may wish to have subcommittees; i.e. Sunday School Committee, School Committee, and Adult Committee. Delegation for the administration and supervision of all educational agencies can be assigned to qualified persons (superintendent, principal, youth, and adult leaders).

Well-defined channels of communication with the individual agencies, the Voters' Assembly, the Congregational Planning Council, the Church Council, the whole congregation, and the community provides coordination of planning and support for the educational goals.

CHIEF CONCERNS OF THE CHRISTIAN EDUCATION COMMITTEE

The work of this group revolves around these fundamentals:

1. A concept of Christian Education that communicates a clear indication that Christian Education is a life-long process.
2. The development of objectives for all education programs of the congregation.
3. The establishment of a curriculum that addresses Worship, Bible Study, Evangelism, Missionary Education, Stewardship Training and Service.
4. The presence of administrative and teaching staffs that are managed with care and provided with ongoing evaluation and training.
5. An ongoing evaluation of the physical needs of an education program. Communication with the Board of Trustees about building and equipment needs is essential.
6. Assisting and strengthening the Christian homes of the congregation is a vital part of Christian Education.
7. Evaluation and coordination of programs with other ministry areas is a vital part of making the best use of all resources.
8. Development of an adequate budget to meet the needs of all programs.

The following is a checklist of many of the specific responsibilities of the Christian Education Committee. It is suggested that a checklist be used to establish the agenda for each month's meeting. It is also suggested that the chairperson or responsible persons for various areas check off the various items that have been given attention or discussion. This will help give the chairperson an annual overview of the Christian Education Committee's tasks. It will also help prevent the omission of special Christian Education opportunities.

RESPONSIBILITIES FOR SUPERINTENDENT OF EDUCATION and/or CHRISTIAN EDUCATION CHAIRPERSON

1. Analyze, once a year, the strengths and challenges of the Sunday School program. Develop plans for the coming year.
2. Initiate and maintain a "child accounting record system" that indicates both enrollment and the attendance of each child at Sunday School and all other Christian Education opportunities offered.
3. Obtain from the Stewardship Committee the names of all members who have indicated a willingness to serve in the area of Christian Education.
4. Personally assist in enlisting adequate teaching and administrative staff. Enlistment should be the responsibility of the Christian Education Committee, not the superintendent or the pastor.
5. Set up a regular system of commendation and recognition of members of the teaching and administrative staffs for services rendered.
6. Observe Rally Day, including consecration of Sunday School teachers and officers together with recognition of special services rendered by individuals in the past, as well as class promotion.
7. Organize a program of regular teachers' meetings and training - also make the arrangement for Parent-Teacher League.
8. Implement an ongoing enlistment program for Sunday School and Bible Classes.
9. Encourage home visitation by teachers and others in the Sunday School for good communication between the teacher and the home.
10. Provide special classes for mentally challenged students as needed.
11. Visit and personally observe the Sunday School every quarter or set up some regular program of visitation by the members of the Christian Education Committee.
12. Make plans for a Sunday School outing and picnic.
13. Plan Christian Family Week Program and observance.
14. Conduct a canvass for new Sunday School pupils.
15. Stress regular Sunday School attendance during the summer at home and also away from home, while on vacation.
16. Attend and encourage attendance of Bible institutes, workshops, rallies, and conventions sponsored by Circuit, District and Synod.

VACATION BIBLE SCHOOL

1. Set objectives and plan schedule for the Vacation Bible School.
2. Select and enlist leadership and teachers for Vacation Bible School.
3. Outline and implement publicity and budgetary needs for Vacation Bible School.
4. Select and order curriculum to be used in Vacation Bible School.
5. Plan a program of outreach and follow-up to the unchurched students and their families.
6. Plan a closing family night program and evaluation of VBS.

SATURDAY SCHOOL, WEEKDAY OR RELEASED-TIME CLASSES

1. Acquire a thorough knowledge of the purpose and function of graded Saturday schools or released-time classes.
2. Evaluate the need in the congregation for any of the part-time agencies stated.
3. Select and enlist leaders, and fix the responsibility of leadership and administration.
4. Enlist qualified teachers as the teaching staff.
5. Plan a program of pupil enrollment from the membership of the congregation as well as from the missionary potential of the agency.
6. Define the objectives of the part-time agency, determine the curriculum and teaching materials.
7. Review and improve the program and curriculum annually.

CONFIRMATION CLASSES

1. Discuss and recommend policies in the matter of confirmation instruction of youth and adults.
2. Determine and spell out goals of confirmation instruction for the congregation.
3. Plan a meeting with parents who have children in the junior confirmation class.
4. Discuss assimilation and integration of new confirmands into Bible Class and youth program as well as functioning membership in the congregation. Coordinate efforts with the Stewardship Committee and the Youth Committee of the congregation.
5. Invite the chair of the Youth Committee to attend meetings of the Christian Education Committee, periodically, to coordinate the Youth Program of the congregation with the overall program and objectives of Christian Education.

COMMITTEE FOR ADULT WORK

1. In larger congregations it may be advisable to have a special and separate committee for adult work. If this is done, the Christian Education Committee should consider arranging for proper liaison between the Committee for Adult Work and the Christian Education Committee.
2. Annually, evaluate the participation of adult membership in the congregation's Bible study program and discuss the need for more Bible study opportunities, e.g. midweek Bible Classes, Morning "coffee" Bible study groups.
3. Request results of evaluation of auxiliary organizations from the Stewardship Committee and recommend improvements at the next Planning Council Meeting.
4. Plan program with the Parent-Teacher League.
5. Plan a Family Night Program.
6. Coordinate opportunities for spiritual growth with the Lutheran Laymen's League and the Lutheran Women's Missionary League in the congregation.
7. Study ways and means by which auxiliary organizations might become better "training centers" for leadership in worship, Bible and topic study, and Christian service. Consider "small groups" or "cell groups."
8. Discuss, periodically, the adult Bible class materials and the topic studies of the congregation (Christian Family Week--Family Life Education).
9. Consider the possibility of developing short courses on subjects of interest and vital concern -- "Parental Opportunities/Responsibilities" -- " Parenting Newborns" -- "Preparing for Marriage" -- and "Newly Engaged."

BOARD OF ELDERS

The Board of Elders has as its special concern the spiritual welfare of the congregation's members, individually and corporately. The Board of Elders is the logical extension of the pastoral office. This great role and responsibility in the life of the congregation necessitates nothing but the best from those who hold this office.

CHARACTERISTICS OF AN ELDER

- He should not be a recent convert, but one who is experienced in the faith.
- He should be one who is regular in attendance at worship and Holy Communion.
- He should demonstrate his love for the Word of the Gospel by his personal attendance at Bible Study.
- He should be mature in his personal attitudes. That does not necessarily imply that he is old or older.
- He should have a good understanding of Lutheran doctrine.
- He must love people and be willing to cope with their problems out of love and concern rather than personal prestige.
- He must be an emotionally stable individual.
- He must be willing to spend as much time as necessary in the supervision of doctrine and life in the parish.
- He should be able to approach others with a positive attitude, even in admonition situations.
- He must be loyal to the congregation and its pastor(s), as well as to its stated spiritual goals and objectives.
- He must be able to express himself with clarity, in public as well as in private situations.
- He must be a "man of prayer" who understands his own limitations.
- He must be a man who has a sense of what is appropriate.
- His personal life must be above reproach.
- He must understand that he is doing work for Christ, for which the angels envy him.
- He must be prepared to take training in each of the areas in which special skills are needed for the performance of his duties.

The work of the Board of Elders in the life of the congregation necessitates regular meetings to plan its work and carry out its responsibilities. It is encouraged that the Board meets monthly. It is difficult to see how all the God-given responsibilities of this high office can be borne with less than one regular meeting per month, even in the smallest congregation.

RESPONSIBILITIES

A. The Board of Elders and the Pastor

1. Together with the pastor, this board shall be concerned with all matters pertaining to the spiritual welfare of the congregation.
2. Members of this board, individually and collectively, by word and action, shall encourage their pastor in his work.
3. They shall regularly pray for their pastor and spiritual leaders.
4. They shall stand ready at all times to help the pastor in difficult problems of the ministry.
5. They shall be concerned about the spiritual, emotional and physical health and welfare of their pastor and his family (proper rest, vacation, assistance in times of sickness, housing, etc.).
6. Assist the pastor with communion distribution, reading of Scripture, reading of a sermon, etc., as required.

B. The Board of Elders and the Members of the Congregation

1. They shall concern themselves with attendance and non-attendance of the public worship of God and Bible study on the part of all members by:
 - a. Setting up some record of church attendance -- not only total number, but also individual members' attendance record.
 - b. Reviewing attendance records of individual members at regular meetings to seek out those who are becoming lax and delinquent in the worship of God.
 - c. Establishing a personal calling program on those becoming lax and delinquent in worship (who calls on whom shall be definitely fixed at each monthly meeting and reports on calls made at the following meeting.)
 - d. See to the prompt transfer of all members who move out of the community.
2. They shall keep themselves informed and concerned with the use of the Sacraments by members of the congregation by:
 - a. Regularly reviewing whether newborn children in the congregation have been baptized.
 - b. Regularly reviewing the attendance at Holy Communion of each communicant member.
 - c. Establishing immediate contact (letter or personal call) with those who are beginning to neglect attendance at the Holy Sacrament.
3. They shall individually or collectively seek to speak a word of commendation and encouragement to members who are giving evidence of Christian faithfulness, consecration and growth.
4. They shall, individually or collectively, use special events and moments in the lives of members as opportunities to be a concerned fellow member of the body of Christ, by speaking a word of Christian joy, hope or comfort as found in God's Word and the Christian faith, i.e.:
 - a. The birth of a child
 - b. An anniversary or birthday
 - c. An operation or hospitalization

- d. Bereavement and death
 - e. An accident or lingering illness
 - f. Confirmation
 - g. Graduation from school
 - h. Other periods of spiritual testing such as domestic problems, job changes, etc.
5. They shall concern themselves personally with the aged and shut-in members of the congregation. They shall seek ways and means to set up a program of visitation, not only by the pastor, but also by fellow church members. They should give serious consideration to developing a system to bring recorded services to them. They should encourage involvement of the senior citizens in the work of the congregation as their talents and abilities permit, as well as provide fellowship opportunities for them.
 6. They shall supervise the instruction and program of nurture for the children, youth, and adults through the Board of Christian Education and Youth Committee of the congregation.
 7. They shall be responsible for extending a personal welcome to all new members (by confirmation, transfer, or profession of faith) by home visits or periodic "new member" dinners.
 8. They shall explain the responsibilities of communicant membership and provide for the orientation and integration of new members. (Personally confront new members with the opportunities of using their time, talents and treasure to build God's Kingdom and give new members an opportunity to make a definite commitment of their time, talents and treasure in the Lord's program of the congregation.)

C. The Board of Elders and Worship Services

1. They shall review, under the pastor's leadership, once a year, the nature, purpose and conduct of God-pleasing worship -- both corporate public and private service.
2. They shall analyze, at least once a year, the regular and special worship services of the congregation. The following may serve as a guideline:
 - a. Are our worship services meaningful to our members? The music, hymns, liturgy, offering, Baptism, Holy Communion, sermon, etc.? What can we do to make our worship more meaningful to our people and non-Lutheran visitors?
 - b. Invite the chairman of the ushers to a meeting once a year to discuss problems and improvements on the part of ushers in helping children of God in reverent and meaningful worship. It would be well to receive a report on condition of hymnals, pews, lights, ventilating and heating facilities, etc. from him at this meeting.
 - c. Supervise those involved in the music program regarding "music in the worship service" (the morning service, communion service, funerals, weddings, baptisms).
 - d. The Board of Elders shall be responsible for the Altar care and the needs thereof.
 - e. Is the time for our regular and special services most conducive to good attendance? Is the number of services adequate?

3. They shall analyze, at least once a year, the private worship of members and plan ways and means to encourage and help members to a more meaningful worship in home and personal life.
4. They shall review, periodically, the administration of Baptism and Holy Communion, the Rite of Confirmation in public services, and the High Festival Services (Christmas, Easter, Pentecost) of the Church Year and other special services (Thanksgiving, New Year's Eve, New Year's Day, Epiphany, Ascension) that may be losing their purpose and identity in this age of "holidays" instead of "holy days."
5. Together with the pastor, they shall be responsible for arranging for pulpit and Holy Communion assistance, special services and guest speakers.
6. They shall be responsible for God-pleasing and glorifying observances of various anniversaries of the congregation.

D. The Board of Elders and Church Discipline

1. They shall study and fully understand the purpose and importance of Church Discipline in the Christian congregation.
2. They shall consider complaints and grievances of members of the congregation if Matthew 18:15-16 has been fully observed.
3. They shall carry out Church Discipline, carefully and prayerfully in full accordance with the Word of God.

E. Miscellaneous Responsibilities

1. They shall encourage, as needed, other Church Boards and Committees to intensify their activity and fulfill their responsibility.
2. They shall serve as the "Pulpit Committee" of the congregation when a pastoral vacancy occurs. (Leadership in securing a vacancy pastor, obtaining a list of candidates, is God-pleasing protocol by the congregation in calling a pastor, etc.)

EVANGELISM (GOOD NEWS OUTREACH)

A congregational Evangelism Ministry Team exists to raise the congregation's awareness of opportunities to reach people outside the congregation with the Good News of Jesus Christ -- and to assist in equipping God's people for this outreach.

Below are five possible areas of evaluation and activity for your Evangelism team. We pray that this document will encourage congregations to discuss the many factors that are involved with shaping your outreach to the community. Our appreciation of our world's need for the Good News message of Jesus Christ begins with Jesus' own words, *"Therefore, go and make disciples of all nations, baptizing them..., and teaching them..."* (Matthew 28:19)

- A. Developing awareness of the need for sharing our Lord's Good News in our community

Are there people in our community who do not know that Jesus Christ is their Savior? A common thought amongst many Christians is that everybody in their local community either has a church home or has confirmed that they have no interest in a relationship with Jesus Christ. Even if this assumption were true, Christians are called to continually carry the message of Jesus Christ to the world around them. The Holy Spirit opens hearts to know and believe the truth of the saving message.

Here are some tools a congregation may use to increase awareness of the need for the message to be shared:

1. Demographic statistics for any area can be obtained through various private companies (also through LCEF). These studies can point out percentages of unchurched people in the community as well as provide information that may help shape outreach "strategy."
2. Community canvasses may identify specific individuals/households where a connection to Christ is apparently lacking.
3. An exercise for congregational members to increase personal awareness of the need for sharing God's Good News is to ask each person to make a list of 20-40 people they come in contact with over the course of a month (at work, during recreation, through school, etc.). Have each person circle the names of people they've listed who, to their knowledge, have no church home.
4. Taking the exercise a step farther can involve asking members to share those names with the Evangelism Team to demonstrate how many people within our whole congregation's "contact zones" have a need for the Gospel to be shared with them. It should be made plain that the opportunity to contact these people is not being turned over to the Evangelism Team. These are personal contacts to pray about and be continually aware of as we live our everyday lives as God's children.

B. Developing a welcoming congregational atmosphere

When people visit your congregation do they have the impression that the members of your congregation want them to be there? Evangelism Team members may wish to critically evaluate your congregation's atmosphere. Team members might visit other churches to gain perspective on what factors are important for creating a welcoming atmosphere. Some possible questions to address:

1. Is there enough parking area to accommodate worshippers?
2. Are people of our congregation recognizing the presence of visitors by initiating conversation?
3. How welcoming is the physical atmosphere of our church building?
4. How do visitors receive information about our congregation? Is there an information center?
5. Can people find devotional material or other information that might be helpful for special spiritual needs? (Lutheran Hour Ministries makes a great spiritual helps information center available. Ask about *Project Connect*.)
6. Do our congregational members pay attention to child visitors?
7. Is the location of our restrooms obvious?
8. Do visitors know where our Sunday School/Bible Class offerings are being held?
9. Is it obvious what activities characterize our congregation's day-to-day life (pictures of special activities, lists of Bible study groups, calendar of fellowship and other events, etc.).
10. Is there enough empty space in our sanctuary for visitors to find a place to sit?
11. Can visitors readily follow and participate in our order of worship?
12. Is there opportunity for worshippers to greet one another informally at some point before, during, or after our worship service?
13. Are our worship services designed with the idea that children are present? (This doesn't necessarily mean a children's message must be involved. What are other family-friendly factors?)
14. Have we considered hosting Friendship Sundays? (Materials are available through Synod.)

C. Developing contacts within our community

The Evangelism Team may address public relations matters such as:

1. Are church workers and all other congregational members aware that their everyday people contacts, including contacts with relatives, are key touch points for our congregation?
2. Do people in the community readily recognize our congregation's name and location? How do visitors hear about our church? Can people determine at a glance the basic mission and purpose of the congregation (logo, brief synopsis of congregation's mission statement)?
3. What message-sharing mechanisms should be considered (Yellow Pages, Community Welcome editions, newspapers, radio, TV, movie theaters, billboards, etc.)? How well-done is advertising design and artwork?
4. Do any distinctive physical characteristics of our building or property (cross, bell tower, lighted sculpture, etc.) call attention to our message?

5. What events in our congregation are designed to invite the community to "come on campus"?
6. What is our congregation's policy for hosting non-church groups or organizations that may exist in the community?
7. What other ways draw people into our church's doors?
8. What does our congregation do to serve the needs of people in our community?

D. Developing contacts with visitors to our congregation

When people have expressed interest in our congregation's ministry and message by their attendance, what is our response? What activities might our Evangelism Team initiate to follow up on such interest? Here are some thoughts to consider:

1. Does our congregation have an effective way of giving visitors an opportunity to leave their name, address, and phone number? What about e-mail address?
2. Who's responsible for gathering visitor information?
3. Should we send a letter of appreciation and brief outline of our congregation's purpose to our visitors? How many times should the letter be sent? Might there be reason for a progressive series of letters?
4. Are immediate (within 48 hours) personal contacts being made by lay people on visitors to our congregation?
5. What records should be kept of visitor follow-up?
6. When should visitors start receiving newsletters and other mailings?
7. How should our pastor and/or other church workers be involved with visitor contacts?
8. Do our members receive training and encouragement to share a message of Jesus Christ with other people?
9. What materials are available to help us grow in our personal Good News message-sharing?
10. Do we encourage our pastor to help us develop our ability to share a personal message of "What Jesus Christ means to me" that we can share with our people contacts at opportune times? Should this happen through sermons? Through Bible Classes?

E. Developing a method of involving new people in our congregational ministries (assimilation)

As the Holy Spirit leads people to respond to our invitations and to respond in faith to God's Word, are there opportunities for people to learn more about what our Christian faith means for them (perhaps an adult instruction/ confirmation course)? When are classes scheduled? Will visitors meet leaders other than the pastor in these meeting times? When people become members, how are they encouraged to be involved in the life of the congregation? Some possible questions to address:

1. Do we have a way of determining individual's gifts/abilities and ministry interests/passions?

2. If our congregation has small group Bible studies, how are new people invited to participate?
3. Might we use individual sponsor families to be new-member hosts for a period of time?
4. Might we develop a new member luncheon/banquet involving congregation leaders, elders, new-member sponsors, etc., designed to acquaint new members with other members and with the congregation's areas of special ministry? Such a time may be used to reinforce our understanding of the Church's mission and purpose.
5. How effectively do our boards, committees, societies, task forces, choirs, etc., invite and enlist the participation of new members in their work?

FINANCE COMMITTEE

This committee works under and/or in close relationship with the Treasurer and/or Financial Secretary. Relationship is determined by the policy of the congregation. It is responsible for the "counting and accounting" of offerings.

Members appointed or elected to the committee shall be communicant members in good standing. They should have experience in handling and counting cash.

RESPONSIBILITIES

1. Remove all offerings from chancel to church safe immediately after service.
2. Develop and maintain a system and schedule for "counting" offerings.
 - a. opening and noting accurate amount on each envelope
 - b. counting of monies for various funds (current, mission, etc.)
 - c. cross-check total with envelope and loose offering totals
 - d. make out "Bank Deposit Form"
 - e. note totals on count form for each fund, making copies for church office, financial secretary and treasurer
 - f. as soon as possible, deposit counted offerings to the bank authorized by the congregation.
3. Develop and maintain a system for crediting of individual offerings to the individual form kept for each communicant member.
4. Assist Financial Secretary in preparing and mailing out individual contribution reports.
5. Contact Stewardship Committee for letter or tract to be sent with contribution reports.
6. Purchase sufficient number of offering envelope sets for the following year.
7. Prepare and distribute offering envelope sets to all members for new year and all new communicant members during the year.
8. Annually review financial record system and discuss ways and means to improve the system.
9. Supply information to Stewardship Committee for evaluation of growth of membership in the grace of Christian giving.
10. Evaluate (with Financial Secretary and Treasurer) regularly, monthly or quarterly receipts and expenditures in "light of" spending-budget adopted by the congregation for the year. Such analysis and evaluations shall be shared with the Church Council and the Voters' Assembly.

HUMAN CARE COMMITTEE

This committee consists of people who love their Lord and His people and are concerned about the physical needs of others. These members should be able to communicate with the members of the congregation and motivate them to help alleviate the problems of those in need.

The HUMAN CARE Committee shall:

1. Organize and maintain an adequate and effective program in the HUMAN CARE areas of the parish.
2. Be aware of and helpful to those members of the congregation who are in emergency situations.
3. Alert the members of the congregation to special needs and how they can respond to those needs.
4. Be concerned with the needs (occasional or on going) of members and develop plans and activities which prove helpful in meeting those needs.
5. Administer a "HUMAN CARE Fund" for emergencies.
6. Develop preventative programs in problem areas.
7. Enlist individuals who can serve as companions to the lonely of the congregation and community.
8. Provide a means of transportation to worship, meetings, and various functions of the church for those needing such service.
9. Gather food, clothes, money, etc., for World Relief.
10. Remember elderly of congregation on birthdays and holidays (Mother's Day and Father's Day, etc.).
11. Arrange for volunteers to run errands, clean house, do yard work, take grocery shopping, to the doctor, etc. of handicapped and elderly.
12. Phone shut-ins regularly to check on needs.
13. Remember children of needy families with toys, clothes, etc. at Christmas time and other times.
14. Establish a "Food Pantry" and/or "Budget Shop" for the needy (or support one in the community).
15. Remind congregation of Hunger and Life Sundays.
16. Provide for a Thanksgiving dinner to the needy and elderly of the community who have nowhere else to go.
17. Remind congregation of opportunities for sponsoring a refugee family.
18. Establish helps for "one parent families" of the congregation.
19. Be prepared for disasters that could strike (floods, fire, tornadoes, etc.).

MUSIC COMMITTEE

This committee is often a standing committee of the Board of Elders. The responsibilities of this committee are to oversee the music for worship services and to assist the musicians in using their God-given gifts to the honor and praise of His holy name.

1. Use discretion so that all music used for worship services is scripturally correct.
2. Make use of music that reflects our Lutheran heritage. Be sensitive to the worship practices that edify the community of believers in this particular congregation.
3. Strive to coordinate the worship service so that every element has a unified theme.
4. Assist the pastor in planning services as requested.
5. Designate a music director who is responsible for approving music for services (e.g. weddings, funerals, etc.).
6. Have guidelines established for such services that have been approved by elders or voters.
7. Ensure that music personnel are properly compensated for their services.
8. Propose adequate budget amounts for both choir and the organist's music.
9. Coordinate with the trustees to ensure that the organ and pianos are properly tuned and repaired.
10. Encourage musicians in the congregation to use their God-given gifts to His glory in the worship services.

STEWARDSHIP COMMITTEE

It is essential that a Stewardship Committee understands how Christian growth takes place.

Nurturing with the Word of God, the means of grace, and commitment to the Will of God are the two important aspects of the process of Christian growth. While the Holy Spirit does the work of growth, the church as God's spokesman presents the Word and offers occasion for nurture and commitment individually and collectively.

The end result of a well-balanced program of study of God's Word (impression) and opportunities for commitment (expression) will result in true stewardship growth. Regular evaluation and analysis of the congregation's programs and a sharing of findings and observations with the Church Council are important aspects of this committee's responsibility. This may be the committee in the congregation to take special interest in the cause of mission awareness, that the congregation's use of its monies will reflect a wholesome concern for Gospel ministry beyond local boundaries and needs.

- The area of Stewardship is sometimes another committee or board's responsibility.
- The number of persons serving on the Stewardship Committee may vary between congregations, ranging from two persons to as many as are deemed necessary.
- The pastor should be an ex-officio member.
- Meetings should be held frequently, as often as deemed necessary to carry on the work effectively.
- Members serving on the Stewardship Committee should become familiar with the biblical concepts of Christian stewardship.
- A portion of each meeting should be reserved for Bible study and its implications for a stewardship education and growth in the congregation.

RESPONSIBILITIES

1. The first and foremost of all responsibilities of the Stewardship Committee, actually summing up all of its duties, is to lend every possible assistance to the pastor and church leadership in a continuing program of education that aids all members to live their lives in Christ and for Christ. The Stewardship Committee will want to stay informed about available materials and methods that will enable it to do this effectively.
2. An annual Stewardship Promotion Sunday and/or Program will be a minimal expectation from the committee. The effort should permeate the entire church year and program with the message of proper Christian management of life's manifold blessings (e.g.: newsletter articles, tracts, bulletin inserts, development of a monthly emphasis calendar, etc.)
3. The Stewardship Committee should have as a great concern the enlistment and training of the congregation's membership for service within the congregation. Special attention should be given in this area to youth and to new members of the congregation, making special effort to accomplish involvement in a short period of time after reception into the church.

BOARD OF TRUSTEES

This committee consists of people who love their Lord and His people and are concerned about the care of the physical properties. The members of the committee should have experience with mechanical operations and building maintenance.

RESPONSIBILITIES

1. Make and bring up-to-date, annually, an inventory list of all church property and equipment with approximate value. Such listing could also record date or year of purchase of items and thus serve as an easy accounting of age and projected need for replacement of all church property and equipment.
2. Check, annually, adequacy of all types of insurance and negotiate all contracts and policies.
3. Check all property, twice a year, for fire hazards.
4. Make and issue all keys for church property. Keep and review, annually, a list of all keys issued.
5. Negotiate service contracts (organ, office machines, etc.).
6. Make an annual inspection, as a group, of all church properties - church, parish hall, parsonage, etc. (Suggest that this be done during the months of August and September to be able to give a full report at the annual meeting.)
7. Serve as good stewards of the congregational property by thorough on-going inspection, realizing that, in most instances, "a penny saved is a penny earned."
8. Determine and set up regulations governing the use of church property and equipment. Submit to congregation for approval.
9. Determine and engage, with the approval of congregation, adequate custodial help. Meet, periodically, with custodians to discuss care of buildings, needs and problems in custodial or cleaning services, remuneration or salary for services rendered, etc.
10. Carry out resolutions of Voters' Assembly on purchase, repair, replacement, etc., of physical property.

RESPONSIBILITIES OF PHYSICAL PROPERTY MAINTENANCE

The Board of Trustees often acts as the supervisor of the physical property of the congregation. They shall review and inspect all physical equipment of the congregation. What is the condition? What care is required? What repair must be made? What needs replacement? What must be secured new? It is suggested that the following be reviewed and inspected:

heating and cooling systems	storage space, locks, door hinges
water heater	bookcases and shelving
organ maintenance	coat racks, other storage
audio visual equipment	interior and exterior paint
office equipment, copy machine	floor coverings
electrical outlets, extension cords	chimneys, roof, guttering
lighting fixtures, bulb replacement	restroom facilities, drains, sinks
equipment for custodian	kitchen equipment
chairs, tables	lawn care, landscaping
hymnal racks, pews	outdoor church signs
windows maintenance	sidewalks/parking lot
curtains, drapes	care/improvement traffic safety

USHERS

Assist in and promote the reverent worship of God (1) by preparing a setting appropriate for worship; (2) by endeavoring to maintain order and decency for worship; (3) by being hospitable and providing friendly Christian contact with people as an evangelist; and (4) by furthering good public relations.

- Enlist ushers for a specified period of time. Consult for names of people who have expressed willingness and interest in ushering (Spiritual Gifts Inventory).
- Stress spiritual service to be rendered and make demonstrations for new ushers and discuss areas of improvement.
- Give serious consideration to organizing "teams" with a captain responsible.
- Enlist the confirmed youth of the Church. Organize them into teams with an experienced usher as captain of each team.
- Determine time when all ushers must be present (20-30 minutes before service). Ushers should be on hand before the first worshipper arrives.
- Devise a system whereby "absentees" are reported to captain in sufficient time (24-48 hours before service) to engage substitutes.

RESPONSIBILITIES

Before the service:

1. Check with pastor prior to service for "specials" such as Baptisms, confirmation, installations, etc.
2. Check temperature of church, lighting, hymnals, bulletins, guest register, sidewalks, and entryways for obstructions or distractions.
3. Check the parking and see that all ushers are at stations when worshippers arrive, as hosts for God.

During the service:

4. Know and observe "ushering and non-ushering periods," and deal tactfully and graciously with latecomers.
5. Be prepared to deal with emergencies and disturbances, such as fainting, children walking in aisles, playing children, whispering, talking.
6. Know routine of receiving offerings in a worshipful manner and carry out, smoothly and reverently, system of ushering for Holy Communion.
7. Count and record attendance without disturbance or distraction, and join in the worship of God. God's hosts are to be examples.

After the service:

8. Respect and do not disturb the period of "silent prayer" by opening doors, removing chairs, etc.
9. Assist worshippers, greet and introduce visitors. One usher should stand within arm's reach of pastor greeting people.
10. Everything back in order: hymnals in pew racks, bulletins gathered, chairs put away, heat and lights adjusted or turned off, windows and doors closed.

YOUTH COMMITTEE

This committee should be comprised of individuals who love their Lord and have a genuine interest in the youth of the church. It should have both adult and youth representation. This group focuses on the support and nurture of youth as they grow in the knowledge and service of our Lord and Savior Jesus Christ. The following are considerations for this committee, but it is not meant to be an exhaustive list.

RESPONSIBILITIES

1. Annually evaluate the youth program of the congregation in these areas:
 - a. Intellectual: growth in Bible knowledge and study skills
 - b. Social: learning what Scripture says about dating, family relationships, and friends
 - c. Emotional: learning to deal with anger, frustration, etc. in a God-pleasing way
 - d. Spiritual: learning to appreciate prayer, worship, stewardship, and discipline
 - e. Physical: learning what the Scriptures say about care for our bodies, appropriate attire, and eating habits
2. Determine and set, annually, specific goals in the areas of Worship, Recreation, Education, Fellowship and Service.
3. Know your youth, ages 12-24. Develop a system that keeps the listing updated. The list should clarify those who are in middle school or junior high, high school and college. It should also include those who feel too old for the youth group, yet are unmarried young adults.
4. Screen, select and enlist youth counselors for each group, receive and evaluate regular reports. Provide training for counselors. Develop an ongoing program to reclaim the inactive and lax members--train them to be their brother's keeper. Also by means of special methods of orientation, enlist all the new confirmands.
5. Communicate on a regular basis with college youth away from home--send their names to the pastor of a LCMS congregation in their college town. The same is true of those serving in the Armed Services--send names to the Armed Service Commission, St. Louis, Missouri.
6. Coordinate and cross-check your program and plans with Evangelism Committee:
 - a. check on number of unchurched in your community
 - b. build up a prospect list of unchurched youth
 - c. train the youth for day-by-day witnessing in community and school
 - d. enlist and train youth in making evangelism calls
7. Stress the importance of youth in your congregation, and the importance of youth goals. Use the youth's talents in basic Kingdom work. Involve the youth in evangelism, stewardship and parish planning of your congregation. Discuss and plan the participation of youth on congregational committees for "in-service training."
8. Provide for opportunities of "vocational guidance" for young people, together with the possibility of enlisting and recruiting more young people for full-time work in the church.
9. Encourage interest and attendance at LYF rallies, gatherings, workshops, etc.
10. Plan and implement "scholarship" by congregation and auxiliary organizations for youth attending District and Synod gatherings.