

OPERATIONS MANUAL  
FOR  
TRINITY EVANGELICAL LUTHERAN CHURCH, UAC.  
Leavenworth, Kansas, Inc.

Approved by Trinity's Board of Directors  
April 28, 2015

TRINITY'S MISSION

"To gather people to build relationships in Christ."

TRINITY'S VISION

"By 2025 Trinity, by God's grace, will be a center of Leavenworth County life which receives, trains, and sends forth Christians to worship, learn and reach out to all through God's word and sacrament by:

1. Discipling youth and people of all ages,
2. Nurturing and involving members,
3. Community outreach, and
4. Development of an expanded multipurpose ministry facility".

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I – GENERAL PROCEDURES AND COORDINATION

Trinity Evangelical Lutheran Church (TLC) operating procedures are comprised of two major actions, planning and execution. This introduction describes the actions that members, led by the officers, officials, and functional groups, will follow in accomplishing the mission and vision of TLC. All actions are performed to support the mission and vision.

A. Planning. Three major groups have been established to manage and perform planning. These groups are the Board of Directors, Campus Coordinating Committee, (CCC) and the functional boards. Planning has been sub-divided into three phases, long-term (6-10 years), mid-term (2-5 years), and short-range or one year plans.

1. Board of Directors. The Board of Directors is composed of the officers of the congregation (voting members). The advisory members are the called staff and the congregational secretary. The board will meet monthly. It may ask for assistance from various boards or special committees. The Board of Directors is responsible for developing the long-range plan (LRP) and

mid-range plan (MRP).

- a) Long-range plan (LRP). The LRP will be based on the TLC vision and mission established by the congregation and a detailed study of both the congregation and the local community. The long-range plan will cover a period of 6-10 years in the future. It will focus on ministries, property, and staff requirements.
  - b) Mid-range plan (MRP). The MRP, which develops the foundation upon which the LRP is based, will be developed in greater detail. The MRP will cover a period of 2-5 years in the future and provide a bridge between the LRP requirements and the short-range plans.
2. Parish functional groups. Each board will develop short-range plans (SRP) to meet and execute the objectives developed by the members. They will coordinate among themselves during CCC meetings, during monthly meeting nights, and by other direct communication.

Short-range plan (SRP). The SRPs will cover one year beyond the current year. The SRPs will be developed by the functional boards from the objectives defined in the MRP. SRPs will include time, talent, and financial resource requirements as the basis for the stewardship plan and work program.

3. Campus Coordination Committee (CCC). The CCC's voting members are composed of the appropriate officers and board chairpersons or their designees. Advisory members will be the called staff, and the congregational secretary. The CCC will meet monthly. The primary purpose will be to develop and coordinate events and the activity calendar. The calendar provides the means to coordinate and integrate ministry plans (SRPs) and activities and to minimize scheduling conflicts. The CCC will coordinate the coming years' objectives and work program for submission to the congregation at the annual voters' meetings.

## B. Execution.

1. The functional groups are responsible for executing their plans within any resource constraints that may be present. They are encouraged to involve as many members as possible, both to facilitate "many hands make light work" and to provide opportunities for fellowship and sharing God's love among the community and us. They will evaluate and record results of ongoing events and ministries at their regularly scheduled monthly meetings. These results will be shared with the CCC through meeting minutes and individual reports. The feedback from this will aid the planning process.
2. The Board of Directors, through the officers, is responsible for seeing that the parish work program, as approved by the congregation, is carried out and administered properly. The board may act for the congregation in the time between congregational voters' meetings. The board is responsible for managing the day-to-day business matters of the parish.

## C. Elections

1. The following shall be elected during even numbered calendar years:
  - President
  - First Vice President
  - Chairperson, Board of Worship
  - Chairperson, Board of Outreach

Chairperson, Board of Youth Ministry  
Chairperson, Board of Social Concerns  
½ of the Elders

2. The following shall be elected during odd numbered years:

Second Vice President  
Third Vice President  
Chairperson, Board of Education  
Chairperson, Board of Stewardship  
Chairperson, Board of Fellowship  
Chairperson, Board of Properties  
½ of the Elders

## II - OFFICERS OF THE CONGREGATION

### A. President

#### Specific Duties:

The president will:

1. Chair all Annual and Special Voters' meetings, Campus Coordinating Committee (CCC) and the Board of Directors meetings and ensure the development and execution of the parish short-term, mid-term and long-range plans.
2. Serve as the lay advisor to the called staff in all matters pertaining to parish programs.
3. Represent the congregation in all matters of business and execute any matters relative to the welfare and growth of the parish.
4. Make decisions on issues not requiring a congregational meeting.
5. Execute resolutions passed by the voters.
6. Supervise or otherwise participate in the negotiation of all contracts for the congregation.
7. Be familiar with the contents of the church Article of Incorporation and laws of the State of Kansas governing that article.
8. Sign official documents and business correspondence of the congregation.
9. Authorize and sign checks over \$1000.00 in accordance with the approved parish work program.
10. Appoint the secretary of the congregation.
11. Recommend, with the chairperson of the Board of Stewardship, the candidate to hire for the position of treasurer/business manager, or the outsourcing of such work.
12. Appoint an Endowment Fund Committee (if established by the Board of Directors).
13. Appoint an Audit Committee to audit the financial records of the parish.
14. Appoint a Salary/Benefit Review Committee to assess staff salaries/benefits for the following year.
15. Appoint a Nominating Committee.
16. Appoint a Call Committee to consider calls to fill vacancies or new positions.
17. Sign, with the chairman of the Board of Elders, all call documents for called staff members of the parish that have been approved by the congregation in a meeting called for that purpose.
18. Make an annual inventory of the official documents held in safekeeping and provide a list to the secretary of the congregation.
19. Serve as an ex officio (voting) member of all boards and committees of the parish.

### B. Vice-president(s)

### Specific Duties

The vice president(s) will:

1. Perform the duties assigned by the president during his planned absence. In an unplanned absence or inability to serve, the order of succession will be by order of number designation.
2. Acting for the president, authorize and sign checks over \$1000.00 in accordance with the approved parish work program.
3. Oversee the actions and activities of assigned boards and committees and ensure that activities are coordinated with the CCC. Serve as an ex officio (voting) member on those boards and committees.
4. Perform assignments as deemed necessary by the president.
5. Serve as voting members of the CCC and the Board of Directors.
6. Serve as liaison officers between the congregation and the Kansas District and the Missouri Synod when required.

### III - CALLED STAFF

#### A. Senior Pastor

##### Specified Duties

The Senior Pastor will:

1. Supervise the called staff members, assigning duties, counseling, and evaluating.
2. Assign called staff members to work with specific boards and committees.
3. Supervise the day-to-day activities of the hired staff members by resolving immediate problems and by identifying longer-term problems for the lay leadership to address.
4. Coordinate the activities of both called and hired staff members to ensure that the day-to-day operation of the parish is performed in an effective manner.
5. Ensure that administrative and routine matters of the parish are handled in a prompt, professional, and effective way.
6. Supervise the church office activities of the called, hired, and volunteer staff members.
7. Ensure that called staff members attend all assigned board, CCC, and Board of Directors meetings.
8. Ensure that the use of church facilities is appropriately approved, scheduled and coordinated.
9. Manage the access and assignment of keys and door codes.

##### Current Job Description

#### SENIOR PASTOR

That Christ's mission for His Church might be carried out according to His will, He has commanded that Christians unite in worship, practice fellowship with one another and serve the needs of all people in Christian love. The purpose of Trinity Evangelical Lutheran Church is to spread the Kingdom of God by the preaching and teaching of His word and the administration of the Sacraments, to the end that we might grow in our abilities to be worshipping, witnessing, serving, nurturing and giving Christians.

##### Staff Relationship

The Senior Pastor is responsible for the supervision of the called and hired staff of the parish. He is responsible to the congregation of Trinity Lutheran Church and through the Board of Elders to the President of the Kansas District, LCMS. He provides leadership, spiritual guidance and

training to the staff and lay leaders of the congregation. The Senior Pastor is the primary shepherd of the congregation of Trinity. He is the senior staff advisor to the Campus Coordinating Committee, the Board of Directors and the Boards of Elders, Stewardship, Worship, Youth, Outreach, and Properties. Among the staff, the primary focus of this position is staff development, worship and pastoral care.

### Major Duties

The Senior Pastor is the spiritual leader and guide of Trinity Lutheran Church. He will attend to the spiritual wellbeing of the entire parish. He is responsible for sowing seeds of faith within the parish by the planning and conducting of worship services as well as seeking ways to expand God's ministry. He occupies the teaching office of the congregation. He will lead the pastoral care of the congregation. The Senior Pastor will share his experiences and provide guidance for future planning with the Campus Coordinating Committee and the Board of Directors, as well as the overall stewardship ministry.

### Specific Duties

The Senior Pastor will:

1. Provide pastoral leadership for Trinity.
2. Provide leadership, guidance and training for the Boards of Elders, Stewardship, Worship, Youth, Outreach, and Properties as necessary.
3. Ensure that Trinity is represented at Circuit, District and Synodical meetings, seminars and conferences as necessary.
4. Conduct a proportional share of the teaching responsibilities within the parish.
5. Be responsible for and oversee the pastoral care for: homebound, hospitalized, funerals, grieving, premarital care, and weddings.
6. Be responsible for overseeing all worship services.
7. Provide direction, spiritual guidance and training for the youth groups of Trinity, as well as the youth group leaders as necessary.
8. Meet with members of the Board of Stewardship periodically during the year to provide advice and to coordinate support for the overall stewardship ministry.
9. Encourage lay leadership development to ensure that Trinity builds a base of lay leaders.
10. Be an advisory member of Campus Coordinating Committee and the Board of Directors.
11. Exercise initiative to expand God's ministry at Trinity throughout the community.
12. Continue to grow in a personal relationship with God through personal devotion and continuing education.

### B. Other called staff members

#### Specified Duties

The other called staff members will:

1. Perform duties in accordance with their call documents, instructions from the Senior Pastor, and the short-range plan.
2. Work closely with parish officers and serve as advisor to specific boards, as assigned by the Senior Pastor.
3. Attend all CCC, Board of Directors, and assigned board and committee meetings each month or as directed by the Senior Pastor.
4. Supervise the day-to-day activities of the hired and volunteer staff members under their direct responsibility by resolving immediate problems and by identifying longer-term problems for the

- Senior Pastor or lay leadership to address.
5. Coordinate the activities of both volunteer and hired staff members, under their direct supervision, to ensure that the day-to-day activities of the parish are performed in an effective manner.
  6. Ensure that administrative and routine matters of the parish are handled in a prompt, professional, and effective way.

Current Job Descriptions:

DIRECTOR OF EDUCATION AND SMALL GROUPS

That Christ's mission for His Church might be carried out according to His will, He has commanded that Christians unite in worship, practice fellowship with one another, and serve the needs of all people in Christian love. The purpose of Trinity Evangelical Lutheran Church is to spread the Kingdom of God by the preaching and teaching of His word and the administration of the Sacraments, to the end that we might grow in our abilities to be worshiping, witnessing, serving, nurturing and giving Christians.

Staff Relationship

The Director of Education and Small Groups (DESG) is responsible to the Senior Pastor and will share in the concern for the common good of the entire parish. He or she will participate in all staff meetings and support all ministries and staff members at Trinity as required. He or she will be a staff advisor to the Board of Directors, Campus Coordinating Committee, the Boards of Stewardship, Education, Fellowship, and Social Concerns.

Major Duties

In coordination with the Senior Pastor, the DESG is responsible for providing direction and spiritual guidance to the total education program of the parish. He or she further is responsible for the small group ministries and integration ministry of the parish. In all matters he or she will share his or her experiences with the Senior Pastor.

Specific Duties

The DESG will:

1. Be responsible for training the education ministries of the parish.
2. With the help and guidance of the Boards of Education, further develop the small group ministries of the parish.
3. With the help and guidance of the Board of Stewardship, design and implement an integration ministry for the current and new members for the entire parish.
4. Under the direction of the Senior Pastor, be available to teach classes as needed.
5. Teach a proportional share of Confirmation classes.
6. Under the direction of the Senior Pastor, participate in the leadership and management training of the parish.
7. Use his or her talents, gifts and skills to support the work of the district.
8. Attend staff meetings as scheduled and required.
9. Be an advisory member of the Board of Directors, Campus Coordinating Committee, and the Boards of Stewardship, Education, Fellowship, and Social Concerns.
10. Continue to grow in a personal relationship with God through personal devotions and continuing education.

IV - HIRED STAFF MEMBERS

All hired positions at Trinity Lutheran Church will require a background check with the Kansas Bureau of Investigation and a drug screening test before employment begins.

A. The Church Secretary (Administrative Assistant)

Staff Relationship

The church secretary is responsible to the Senior Pastor, and provides administrative support to all of the staff of the parish. The church secretary will be hired by a committee composed of, at a minimum, the president and the Senior Pastor or their designees.

Major Duties

The church secretary serves as the executive secretary to the Senior Pastor. The secretary also serves as the church main office receptionist and distributes parish information.

Specific Duties

The church secretary will:

1. Serve as the main office receptionist, receive visitors and arrange appointments.
2. Maintain the church activity calendar and provide information to the church leadership and staff.
3. Maintain the church records and prepare routine answers to correspondence for the signature of the Senior Pastor and staff.
4. Supervise and assign tasks to the volunteer office assistants for all routine and special needs of the parish office.
5. Prepare and produce a variety of documents such as bulletins, newsletters, and other mailings, under the direction of the Senior Pastor.
6. Distribute incoming mail, maintain mailing lists, and operate the office reproduction equipment.
7. Maintain an inventory of office supplies and materials and submit requisitions for the purchase of needed items.
8. Maintain the confidentiality of parish information as directed by the Senior Pastor.
9. Accomplish other tasks as assigned by the Senior Pastor.

Additional updated duties for Trinity's Administrative Assistant – effective 1 January, 2015

(The Board of Directors decided to turn the primary financial accounting/reporting functions of the Treasurer/Business Manager position over to an outside accounting firm with the Admin assistant as the primary local point of contact with the firm).

1. Serve as the primary liaison and point of contact (POC) with the contracted accounting firm and Trinity.
2. Review check requests from the functional boards to ensure adequate funds are available and coordinate processing with accounting firm within scheduled processing window.
3. Deliver bills to the contracted accounting firm on a scheduled weekly basis (Wednesdays) for payment. (Payments will be made on Thursdays.)
4. Prior to sending bills, review the bill and annotate the appropriate Work Program line item for processing if necessary. (**Appropriate Board should have noted this on the bill already.**)
5. Ensure delivery of church and preschool deposits to the bank, (Deposits could be made by a Trinity volunteer) and provide copies of the deposit slips and documentation to the contracted accounting firm on a scheduled weekly basis (Wednesdays).
6. If requested, secure authorization and a second signature from one of the officers of the church for any checks of \$2500.00 or more for other than payroll, tax, or benefit plan related payments.

7. Place significant office supply orders. Coordinate timing of other significant purchases. Obtain proper authorization for expenditures.
8. Serve as liaison/POC for the church and school staff with their synodical worker benefits plans. (Gather benefit options/cost for Board of Stewardship annually.)
9. Ensure that current insurance coverage is maintained in force and source quotes on new insurance contracts when directed by the Board of Properties and/or Board of Directors. **(Primarily be the POC for these initiatives)**
10. Work with external entities such as insurance companies, vendors, and the synod as directed by the Board of Properties and/or Board of Directors. **(Primarily be the POC for these initiatives)**
11. Assign envelope numbers and oversee the issuance of boxes to members.
12. Posting of individual donations to the contribution system in Church Windows weekly and the production and mailing of semi-annual statements of giving. Resolve member questions.
13. Provide donation acknowledgement forms for non-cash and special gifts.
14. Be bonded for \$100,000.00.
15. Oversee password administration for the church security alarm system and the issuance of door codes and keys and maintenance of the accountability record.
16. Ensure time cards are sent to the contracted accounting firm one time per month for payroll processing. (Babysitters and organists) **(Fax or scan to firm)**
17. Ensure proper documentation for new hire employees are completed and that annual tax forms and certifications are received from all of the staff and that the appropriate documents are given to the contracted accounting firm and/or worker benefit plan administrator.

## B. The Director of Music

### Staff Relationship

The director of music is responsible to the Senior Pastor. The director will advise the Board of Worship on the music ministry of the church. The director of music is hired for the congregation, by a committee composed of, at a minimum, the senior pastor, president and the chairperson of the Board of Worship or their designees.

### Major Duties

The director of music develops a comprehensive long-range music ministry plan. The director is responsible for the management, licensing and coordination of the total music program of the parish.

### Specific Duties

The director of music will:

1. Serve as an advisor to the Board of Worship.
2. Be responsible for the direction of the Senior Choir, and New Life Ringers.
3. Be responsible for coordinating Celebrative Praise Teams and all music for the contemporary worship services.
4. Recruit and supervise volunteer directors for other musical groups of the parish, e.g. youth musical groups, special musical programs and concerts.
5. Coordinate community and out of town concerts of the musical groups.
6. Ensure that organ/piano music is scheduled for all worship services.
7. Submit a proposed annual music budget to the Board of Worship.
8. Control all music expenditures throughout the year in accordance with the approved work program.
9. Coordinate the worship music schedule for all musical groups and soloists.
10. Be responsible for music program publicity.

11. Maintain a music library and provide for storage and maintenance of all music ministry materials, supplies, musical instruments, and other equipment.

C. Other Hired Positions.

Duties and responsibilities of any additional hired positions are the responsibility of the hiring authority to determine and submit through the Board of Directors for approval.

Periodically the president will establish a staffing review committee to determine if any additional positions are required, current positions need to be changed or discontinued. The Operations Manual will be appropriately amended to reflect the change. The committee will, at a minimum, consist of the president, the chairperson of the appropriate board and the Senior Pastor or their designees.

## V - APPOINTED POSITIONS

### Secretary of the Congregation

#### Specific Duties

The secretary of the congregation will:

1. Take minutes, attendance, and maintains records of transactions of all congregational meetings in a permanent file.
2. Serve as the secretary of the CCC, Board of Directors and voters' meetings.
3. With the president, maintain custody of the Seal of the Congregation.
4. Ensure a substitute secretary is available if unable to attend any called meeting.
5. Produce the parish-planning calendar for the CCC.

## VI - ADMINISTRATIVE GROUPS

### A. Board of Directors

#### Specific Duties

1. Develop mid and long-range congregational plans for the expansion of Christ's work in our community.
2. Review the mid-range plan and submit at the May congregational voters' meeting, as appropriate.
3. Review the long-range plan and submit at the May congregational voters' meeting, as appropriate.
4. Make decisions and act on behalf of the congregation in between voters' meetings.
5. Approve the use of Trinity facilities by non-Trinity groups.
6. Approve the list of nominees for elected positions before the November voters' meeting.
7. Fill vacancies in elected positions to serve until the next November's voters' meeting.
8. Approve changes in allocation of resources within the work program as necessary.
9. Manage the day-to-day business affairs of the parish.
10. Monitor the cash position of the parish by authorizing purchases and disbursing funds in periods of low receipts and by saving and investing funds in periods of high receipts.
11. Ensure upon the recommendation of the Boards of Properties that adequate insurance coverage for the church's properties is continuously in force.
12. Authorize disbursements from the church's memorial fund.
13. Set the date and times for congregational voters' meetings: May, November and any special meetings.

14. Approve the agendas for the congregational voters' meetings.
15. Settle jurisdictional disputes between functional groups.
16. Meet regularly each month except December.
17. Maintain a permanent record set of minutes for each meeting and post a copy on the church bulletin board.

B. Campus Coordinating Committee (CCC)

Specific Duties

1. Coordinate and integrate plans for the current year and one year beyond, referred to as the short-range plans.
2. Coordinate the monthly and annual parish activities calendar and events.
3. Meet regularly each month except December.
4. Maintain a permanent record set of minutes for each meeting and post a copy on the church bulletin board.
5. Approve the annual parish objectives to present to the voters at the May congregational voters' meeting.
6. Ensure the annual parish work program integrates the approved objectives and develop the estimates of the resources needed to carry them out.
7. Review and approve the annual staff salary and benefit recommendations for inclusion in the annual work program.
8. Approve the annual work program to present to the voters at the November congregational voters' meeting.

## VII - FUNCTIONAL GROUPS

A. Board of Stewardship

Staff Relationship

The chairperson of the Board of Stewardship is responsible through the president to the congregation for all actions of the Board of Stewardship. The chairperson will work closely with the vice-president and the designated called advisor in all matters relating to stewardship activities within the parish. The chairperson is a member of the CCC. The chairperson of the Board of Stewardship is responsible for directing the efforts of the board members. The chairperson is a member of the CCC. In their absence, they will ensure there is Board of Stewardship representation at the CCC meeting.

Major Duties

The chairperson will plan, promote, and supervise the stewardship program. The chairperson will ensure that the specific duties below are accomplished.

Specific Duties

1. Plan, promote, and supervise the stewardship program for the entire congregation.
2. Recruit people to oversee the various activities of the board.
3. As part of a Stewardship education program provide periodic communication to the Congregation giving a financial snapshot, identifying any pending issues that may affect the church.
4. Conduct an annual stewardship program (time, talent, and money) in the fall.
5. In conjunction with DESG complete a time and talent survey of the congregation. Through the CCC coordinate a communication outreach to those who have expressed an interest in board

involvement.

6. Manage and provide recommendations for a mission and charities program.
7. Provide for the collecting, counting, and depositing of offering gifts.
8. Manage a memorial and special gifts program.
9. In coordination with the church's Accounting Firm, accept or decline a donor's recommendation for a benevolent gift in accordance with IRS revenue rulings and private letter rulings.
10. Serve as coordinator for fund raising activities of the parish.
11. Maintain records of individual gifts to include mailing annual statements.
12. Provide all confirmed members with envelopes or access to E-Giving for contributions toward the work of the parish.
13. Work with the Salary Review Committee each year to develop salary/benefit input for the annual work program.
14. Develop additional stewardship programs as opportunities arise.
15. Work with the Endowment Fund Committee (if established) on developing long-term financial supports to the church.
16. Continuously review ways to expand and enrich stewardship activities.
17. Develop short-range stewardship objectives not later than the April CCC meeting for the May voters' meeting.
18. Develop resources (time, talent, money) required to execute the short-range plan, not later than the June CCC meeting for inclusion in the proposed parish work program.
19. Ensure that any stewardship pledge to the Kansas District/LCMS, the debt retirement amount, and any CCC/Board of Directors requirements are in the annual work program.
20. Integrate all board work programs (time, talent, money) into the annual work program for submission at the November CCC meeting and for approval at November voters' meeting.
21. Maintain an accurate record of all meetings and provide copies to all CCC members.
22. In conjunction with the President and Board of Directors, ensure the church's accounting firm is providing accurate and timely financial reports.

## B. Board of Elders

### Staff Relationship

The chairperson of the Board of Elders is responsible through the president to the congregation for all actions of the Board of Elders. The chairperson will work closely with the vice-president and the designated called advisor in all matters relating to the elders' efforts within the parish. The chairperson is a member of the CCC. The chairperson of the Board of Elders is responsible for directing the efforts of the board members.

### Major Duties

The Board of Elders will oversee church doctrine and the ministry of the called staff, matters of church discipline and membership, and assist in attending to the spiritual welfare of the members of Trinity. The chairperson will ensure that the specific duties below are accomplished.

### Specific Duties

1. Plan, promote, and supervise the elder program for the campus.
2. Recruit and train elder candidates.
3. Watch over the life and official conduct of the pastors and staff and their adherence to church doctrine and report discrepancies to the congregation and the President of the Kansas District/LCMS.
4. Act on all matters regarding church membership.
5. Decide all matters of church discipline, except for those decisions reserved for the congregation as

- assembled in a duly called voters' meeting according to the Constitution and Bylaws of the congregation, and report their resolution to the congregation.
6. Care for their worship communities, sharing with the called staff in the spiritual well being of the parish.
  7. Elect a chairperson and secretary from among the board members following the November voters' meeting.
  8. Coordinate to fill the pulpit in the absence of the called staff.
  9. Appoint a staff support committee to provide care and concern to the staff.
  10. Provide communion assistants for each communion service.
  11. Continuously review ways to expand and enrich elder activities
  12. Develop additional elder activities as opportunities arise.
  13. Develop short-range objectives not later than the April CCC meeting for the May Voters' Meeting.
  14. Develop resources (time, talent, money) required to execute the short-range plan. Submit it to the Board of Stewardship not later than the June CCC meeting for inclusion in the proposed parish work program.
  15. Maintain an accurate record of all meetings and provide copies to all CCC members.
  16. In the absence of the chairperson, ensure an elder attends each CCC meeting.

### Elder

#### Major Duties

The elder is responsible for the spiritual care of his worship community and serves as his community's representative on the Board of Elders. Each elder will ensure that the specific duties below are accomplished.

#### Specific Duties

Each elder will:

1. Establish a personal relationship with his worship community to enhance their spiritual growth and to provide care.
2. Serve as the representative of his worship community on the Board of Elders in spiritual oversight of the parish.
3. Make certain that all members of his worship community know whom their elders are.
4. Respond to special needs of active and inactive members in his worship community, such as hospitalization or deaths in the family.
5. Contact those members of his community who do not worship or participate in regular Bible studies.

### C. Board of Outreach

#### Staff Relationship

The chairperson of the Board of Outreach is responsible through the president to the congregation for all actions of the Board of Outreach. The chairperson will work closely with the vice-president and the designated called advisor in all matters relating to the outreach activities within the campus. The chairperson is a member of the CCC. The chairperson of the Board of Outreach is responsible for directing the efforts of the board members.

#### Major Duties

The chairperson will plan, promote and supervise the outreach program. The chairperson will ensure that the specific duties below are accomplished.

### Specific Duties

1. Plan, promote, and supervise the outreach program for the campus and the community.
2. Recruit and train people to oversee the various activities of the board.
3. Provide outreach education programs.
4. Provide information on outreach activities to Trinity members and to the community.
5. Develop appropriate public relations and advertising programs to promote Trinity in the community.
6. Provide greeters for every worship service.
7. Maintain the 36-hour callers and provide a visitation program for new and prospective members.
8. Support the Lutheran Women's Missionary League (LWML) and American Heritage Girls (AHG) activities.
9. Continuously review ways to expand and enrich outreach activities. Develop additional outreach activities as opportunities arise.
10. Develop short-range outreach objectives no later than the April CCC meeting for the May voters' meeting.
11. Develop resources (time, talent, money) required to execute the short-range plan. Submit it to the Board of Stewardship no later than the June CCC meeting for inclusion in the proposed parish work program.
12. Maintain an accurate record of all meetings and provide copies to all CCC members.
13. In the absence of the chairperson, ensure an Outreach member attends each CCC meeting.

### D. Board of Worship

#### Staff Relationship

The chairperson of the Board of Worship is responsible through the president to the congregation for all actions of the Board of Worship. The chairperson will work closely with the assigned vice-president, Senior Pastor and the director of music in all matters relating to worship. The chairperson is a member of the CCC. The chairperson of the Board of Worship is responsible for directing the efforts of the board members.

#### Major Duties

The chairperson will plan, promote, and supervise the worship services. The chairperson will ensure that the specific duties below are accomplished.

#### Specific Duties

1. Schedule, coordinate, promote and supervise the worship services with the Senior Pastor and the Director of Music. The Senior Pastor has the final say in the scheduling of worship services.
2. Recruit people to oversee the various activities of the board.
3. Ensure the worship service plan includes altar care, ushers, acolytes, decorations and other appropriate matters deemed necessary for the conduct of the worship service.  
Comment: The Senior Pastor takes care of sermons and scripture and supervises the church staff, which is responsible for music and bulletins. Greeters are an Outreach responsibility and childcare is handled by Fellowship. Lay readers are scheduled by the Senior Pastor and Congregation Secretary.
4. Evaluate the effectiveness of the worship services and make recommendations to the Senior Pastor and the Director of Music.
5. Ensure special provisions are made for high attendance services such as: Easter, Christmas Eve, Thanksgiving and Anniversaries.
6. Ensure support for special services such as: funerals, weddings, and music/concerts, etc.

7. Coordinate special events conducted by staff and other boards within worship services, such as: baptism, confirmation, first communion, reception of new members, and installation of church staff members.
8. Provide information to promote worship activities to members and the community.
9. Support and oversee Altar Guild activities.
10. Develop and submit worship goals and objectives no later than the April CCC meeting for the May voters' meeting.
11. Identify resources (time, talent, money) required to execute the annual work program. Submit the work program to the Board of Stewardship not later than the June CCC meeting for inclusion in the proposed parish work program.
12. Maintain an accurate record of all meetings and provide copies to the Congregation Secretary who will provide copies to all CCC members.
13. In the absence of the chairperson, ensure a Worship member attends each CCC meeting.

#### E. Board of Education

##### Staff Relationship

The chairperson of the Board of Education is responsible through the president to the congregation for all actions of the Board of Education. The chairperson will work closely with the vice-president and the designated called advisor in all matters relating to education activities within the campus. The chairperson is a member of the CCC. The chairperson of the Board of Education is responsible for directing the efforts of the board members.

##### Major Duties

The chairperson will plan, promote, and supervise the education program. The chairperson will ensure that the specific duties below are accomplished.

##### Specific Duties

1. Plan, promote, and supervise the education program for the campus.
2. Recruit and train people to oversee the various activities of the board.
3. Provide an adult education program.
4. Provide a young people's education program that includes Sunday school, First Communion, Confirmation, and Vacation Bible School.
5. Determine annually the participation by each group of the total membership in educational programs and provide information, along with previous years', at the January planning retreat.
6. Encourage participation of every worshiper in Bible study.
7. Provide superintendents for Sunday school.
8. Administer the scholarship fund.
9. Develop additional education activities as opportunities arise.
10. Continuously review ways to expand and enrich education activities. Develop short-range education objectives no later than the April CCC meeting for the May voters' meeting.
11. Develop resources (time, talent, money) required to execute the short-range plan. Submit it to the Board of Stewardship no later than the June CCC meeting for inclusion in the proposed parish work program.
12. Maintain an accurate record of all meetings and provide copies to all CCC members.
13. In the absence of the chairperson, ensure an Education member attends each CCC meeting.

#### F. Board of Youth Ministry

### Staff Relationship

The chairperson of the Board of Youth Ministry is responsible through the president to the congregation for all actions of the Board of Youth Ministry. The chairperson will work closely with the vice-president and the designated called advisor in all matters relating to youth ministry activities within the campus. The chairperson is a member of the CCC. The chairperson of the Board of Youth Ministry is responsible for directing the efforts of the board members.

### Major Duties

The chairperson will plan, promote, and supervise the youth ministry program. The chairperson will ensure that the specific duties below are accomplished.

### Specific Duties

1. Plan, promote, and supervise the youth ministry program.
2. Recruit and train youth and adults to oversee the various activities of the board.
3. Provide leaders for the senior youth, junior youth, and pre-teen youth programs as needed.
4. Provide a youth ministry education program.
5. Provide a youth evangelism program.
6. Provide a youth fellowship and recreation program.
7. Stay abreast with Lutheran Youth, District and Synodical boards, camps, and other programs.
8. Develop additional youth ministry activities as opportunities arise.
9. Continuously review (with input from youth, parents, and adult leaders) ways to expand and enrich youth ministry activities.
10. Develop short-range youth objectives no later than the April CCC meeting for the May voters' meeting.
11. Develop resources (time talent, money) required to execute the short-range plan. Submit it to the Board of Stewardship no later than the June CCC meeting for inclusion in the proposed parish work program.
12. Maintain an accurate record of all meetings and provide copies to all CCC members.
13. In the absence of the chairperson, ensure a Youth Ministry member attends each CCC meeting.

## G. Board of Properties

### Staff Relationship

The chairperson of the Board of Properties is responsible through the president to the congregation for all actions of the Board of Properties. The chairperson will work closely with the vice-president and the designated called advisor in all matters relating to property activities within the campus. The chairperson is a member of the CCC. The chairperson of the Board of Properties is responsible for directing the efforts of the board members.

### Major Duties

The chairperson will plan, promote, and supervise the properties maintenance program. The chairperson will ensure that the specific duties below are accomplished.

### Specific Duties

1. Plan, promote, and supervise the properties maintenance program for the campus.
2. Recruit, and train people to oversee the various activities of the board.
3. Provide a maintenance program, which includes a monthly maintenance inspection.
4. Ensure adequate insurance coverage for church properties, and advise the Board of Directors on all property insurance requirements of the campus.
5. Ensure a complete inventory of all church properties is conducted by June and an exception report is provided at the July CCC meeting.

6. Develop policies for the use of Trinity's facilities and equipment.
7. Purchase, repair, and replace church property as necessary.
8. Provide custodial care to include hiring/contracting caretakers and budgeting for their services.
9. Serve as advisor on all maintenance and acquisition contract negotiations.
10. Develop additional property activities as opportunities arise.
11. Continuously review ways to expand and improve property activities.
12. Develop short-range property objectives no later than April CCC meeting for the May voters' meeting.
13. Develop resources (time, talent, money) required to execute the short-range plan. Submit it to the Board of Stewardship no later than the June CCC meeting for inclusion in the proposed parish work program.
14. Maintain an accurate record of all meetings and provide copies to all CCC members.
15. In the absence of the chairperson, ensure a Properties member attends each CCC meeting.

#### H. Board of Social Concerns

##### Staff Relationship

The chairperson of the Board of Social Concerns is responsible through the president to the congregation for all actions of the Board of Social Concerns. The chairperson will work closely with the vice-president and the designated called advisor in all matters relating to the social concern activities within the campus. The chairperson is a member of the CCC. The chairperson of the Board of Social Concerns is responsible for directing the efforts of the board members.

##### Major Duties

The chairperson will plan, promote, and supervise the social concern program. The chairperson will ensure that the specific duties below are accomplished.

##### Specific Duties

1. Plan, promote, and supervise the social concerns program.
2. Recruit and train people to oversee the various activities of the board.
3. Manage and operate the Trinity House program (food and clothing pantry).
4. Provide a card program for hospitalization and deaths.
5. Provide a funeral/hospitalization dinner program for members and families.
6. Provide a Portals of Prayer program.
7. Provide Thanksgiving/Christmas dinners to selected needy members of the parish.
8. Provide support and ministry for Diamond members (members over 75 years of age).
9. Provide a visitation support program to help provide spiritual and emotional support.
10. Continuously review ways to expand and enrich social concern activities.
11. Support the Prayer Shawl ministry.
12. Support the English as a Second Language (ESL) program.
13. Develop additional social concern activities as opportunities arise.
14. Develop short-range social concern objectives no later than the April CCC meeting for the May voters' meeting.
15. Develop resources (time, talent, money) required to execute the short-range plan. Submit it to the Board of Stewardship no later than the June CCC meeting for inclusion in the proposed parish work program.
16. Maintain an accurate record of all meetings and provide copies to all CCC members.
17. In the absence of the chairperson, ensure a Social Concerns member attends each CCC meeting.

## I. Board of Fellowship

### Staff Relationship

The chairperson of the Board of Fellowship is responsible through the president to the congregation for all actions of the Board of Fellowship. The chairperson will work closely with the vice-president and the designated called advisor in all matters relating to the fellowship activities within the campus. The chairperson is a member of the CCC. The chairperson of the Board of Fellowship is responsible for directing the efforts of the board members.

### Major Duties

The chairperson will plan, promote, and supervise the fellowship program. The chairperson will ensure that the specific duties below are accomplished.

### Specific Duties

1. Plan, promote and supervise the fellowship activities for the campus.
2. Recruit people to oversee the various activities of the board.
3. Schedule, clean, and provide supplies for the parish kitchen facilities.
4. Provide nursery care for worship services and other activities as needed.
5. Coordinate support for Lenten, Advent and Voters' Meeting meals.
6. Support Men's Club activities.
7. Provide information on fellowship activities to members.
8. Continuously review ways to expand and enrich fellowship activities.
9. Develop additional fellowship activities as opportunities arise.
10. Develop short-range fellowship objectives no later than the April CCC meeting for the May voters' meeting.
11. Develop resources (time, talent, money) required to execute the short-range plan. Submit it to the Board of Stewardship no later than the June CCC meeting for inclusion in the proposed parish work program.
12. Maintain an accurate record of all meetings and provide copies to all CCC members.
13. In the absence of the chairperson, ensure that a Fellowship member attends each CCC meeting.