

**CHRIST THE GOOD SHEPHERD LUTHERAN CHURCH
POLICY MANUAL
July 2006**

I.

DESIRED OUTCOMES

A. Mission

The mission of Christ the Good Shepherd Lutheran Church (“CTGS”) is *“To connect people to Christ and together grow in His Word.”*

B. Critical Targets and Desired Outcome Statements

(See attached “A”)

C. The Congregation

The main responsibility of the Lay Leadership Board (the LLB) is to represent the Congregation as it endeavors to live its mission. The LLB recognizes that no individual or sub-group is the owner of the Congregation.

1. Listening to the Congregation. The LLB shall listen to the ideas, concerns, and values of the Congregation and shall use a variety of appropriate methodologies (such as mail and phone surveys, focus groups and LLB dialog) to seek out the desires of the Congregation.

2. Reporting to the Congregation. The LLB shall keep the Congregation informed of progress toward the desired outcomes and shall use a variety of methods for this reporting, e.g., annual reports, videos, web page, magazine, newspaper articles, survey reports, etc.

D. The Served

The “Served” are those who utilize or benefit from the ministries offered by the Congregation in fulfilling its mission

1. The Congregation shall provide the highest quality ministry with honesty, integrity, and sensitivity to the Served.

E. Cost of Outcomes to the Congregation

1. Ministries to achieve the desired outcomes shall be offered at a fair cost to the Congregation and with the intent to benefit the community of the Served within an outside the Congregation. As good stewards of the gifts that God has provided, the services to achieve the desired outcomes shall be provided in a manner in which the benefits realized exceed the costs incurred.

II.

LAY LEADERSHIP BOARD SELF-GOVERNANCE POLICIES

A. Accepting Responsibilities

LLB members have a responsibility to each other, to the Served, and to the Congregation.

1. LLB members shall:

- a. Faithfully participate in the worship and educational life of the Congregation.
- b. Practice personal spiritual disciplines for the development of his or her own faith life and endeavor to lead exemplary spiritual lives, e.g., personal Bible study, devotional/prayer life, and Biblical stewardship.
- c. Work to improve their leadership abilities and increase their understanding of the mission and ministry of the Congregation.
- d. Attend LLB meetings regularly, not missing any part of two consecutive meetings.
- e. Be prepared for the LLB meetings.
- f. Become familiar with this Policy Manual.
- g. Actively participate in LLB meetings, special briefings, and policy decision-making.
- h. Make informed decisions by insisting on complete and accurate information.

i. Support all decisions once they have been fully discussed and resolved by the LLB.

j. Invest personal energy and skills in the purposes and objectives of the Congregation, seeking opportunities where individual skills and abilities can be applied.

k. Relate to other individuals with integrity, honesty, and straightforwardness.

l. Actively discipline themselves and other members of the LLB by identifying LLB actions and conditions that are contrary to these policies.

m. Bring to the immediate attention of the Chair of the LLB any condition or action that they believe exceeds any Senior Pastor Limitations. (See Section III, pp.12-16.)

n. Keep LLB documents and discussions confidential, unless given permission for disclosure by the LLB acting as a whole. However, the LLB Policy Manual, LLB approved minutes (except those of executive sessions), and audited financial statements do not require permission for disclosure as long as any Board discussion or information related to these documents remains confidential.

o. Be familiar with and put into practice any specific policies developed to guide the behavior of specific members of the LLB and the LLB as a whole. Such policies include the LLB Conflict of Interest Policy. (See **Appendix A.**)

p. Refrain from hindering the work of the LLB due to individual proclivities or disruptive behavior.

2. A member of the LLB who violates any policy shall be counseled by the Chair of the LLB. Should violations continue, the member shall be counseled by the Executive Committee and then by the LLB as a whole. Decisions concerning continued service to the LLB by any member who continues to violate policy after such counseling shall require a two-thirds (2/3) majority vote of the LLB (the member shall not be counted in determining such majority).

a. Should the Chair of the LLB violate policy, it shall be the responsibility of the Vice Chair to initiate such counsel.

b. In the case of a policy violation that is of a spiritual nature, the Chair or the Vice Chair, as applicable, shall seek the assistance of the Senior Pastor in connection with providing counsel to the offending member.

B. Enunciating Governing Policies and Values

1. The LLB shall maintain, and this Policy Manual shall consist of, written policies of the following four types:

a. Policies which address “Desired Outcomes” which are affirmative statements setting forth the purposes and effects of the Congregation;

b. Policies which address “Board Self-Governance”, which are statements setting forth the style and rules with respect to the LLB’s own tasks and processes;

c. Policies which address “Senior Pastor Limitations”, which are limiting statements that restrict activity of the staff;

d. Policies which address LLB and Senior Pastor relationship, which are clarifying statements about delegation to and monitoring of staff activity.

C. Governing Process

1. Scope of Activities.

All activities of the LLB, its officers, committee(s), or members shall relate to the specific responsibilities of the LLB as formally adopted at LLB meetings.

2. Group Action.

The LLB shall exercise its governing authority as a whole. No individual LLB member shall exercise such authority except as instructed by the LLB.

3. Policy Development

LLB policies are to be active and dynamic. Such policies are meant to be changed and refined regularly, based on the intent of each policy, Biblically based values, and the changing context within which the Congregation carries out its mission.

a. Resolutions. The LLB will pass resolutions for specific actions only when those actions are required by these Policies, law, or the By-laws, or will affect only the Board.

b. Senior Pastor Actions. All LLB actions governing actions of the Senior Pastor shall be done through policy. Any actions taken or contemplated by the Senior Pastor, or any actions which may be or have been approved through the Senior Pastor, will only be considered in light of the appropriate governing policies. The LLB will only review the policies for their soundness as a test of ethical and prudent behavior and will not dictate what are appropriate actions, except for compliance with policies. The LLB shall re-write policies when appropriate.

c. Policy Review. Any LLB member, the Senior Pastor, or the Congregation, by the written request of not less than ten (10) members, may ask for a review of a specific policy. However, the responsibility for effective and appropriate policies rests with the LLB.

d. Policy Review Schedule. The LLB shall establish an annual policy review calendar to coordinate the review of every policy at least once a year. The LLB will make very effort to coordinate the calendar with the programmatic ministry cycles of the Congregation, reviewing policies prior to staff actions or decisions.

D. Fiscal Responsibility

1. The LLB's fiscal responsibility shall be discharged by:

a. Establishing policies limiting Senior Pastor financial authority, financial plan development, and control of assets.

b. Monitoring the fiscal soundness of the Congregation, i.e., requesting, and regularly reviewing, financial statements requiring an annual independent audit or review.

c. Establishing a line of credit for short-term debt, not to exceed 10 percent (10%) of the annual projected contributions.

d. Systematically monitoring compliance with these policies.

e. Considering all special projects as developed according to the “Special Project Guidelines” (**Appendix B**) and presented by the Senior Pastor.

2. Limitations on LLB Fiscal Authority

a. The LLB shall not incur long-term debt (more than twelve [12] months duration) without the prior permission of the Congregation, granted in accordance with the By-laws.

b. The LLB shall buy, sell, encumber, or transfer real estate only in accordance with the By-laws.

c. The LLB shall not initiate any capital fund-raising process that has a neutral or negative effect on the Desired Outcomes.

E. Election of Directors

1. LLB Membership.

a. The LLB shall consist of the officers of the Congregation as specified in the By-laws and a maximum of six (6) members-at-large.

b. The Senior Pastor shall be an *ex officio* member of the LLB, shall be provided notification of the dates, times, and places of all meetings of the LLB, shall be allowed to participate in all meetings of the LLB (except properly convened executive sessions of the LLB), and the Senior Pastor’s input shall be sought and considered on matters coming before the LLB for action.

2. Qualifications.

a. The qualifications of members of the LLB and of the officers of the Congregation shall be as specified in the By-laws.

3. Election

a. The members-at-large of the LLB and officers of the Congregation shall be elected as specified in the By-laws.

4. Vacancies

a. Vacancies that occur on the LLB shall be filled in accordance with the applicable provisions of the By-laws.

E. LLB Self-Review

In order to discipline itself and the performance of its duties, the LLB shall conduct an annual self-review. The LLB will evaluate the following issues and identify any necessary areas for improvement.

1. The annual self-review by the LLB shall focus on:

a. The LLB's openness and communication among its members.

b. The LLB's openness and communication with the Senior Pastor.

c. The LLB's ability and skill in developing and monitoring policy.

d. The LLB's adherence to policy.

F. Officers of the LLB

1. The Officers of the Congregation, as provided in the By-laws, shall also be the Officers of the LLB.

2. The responsibilities of the officers shall be generally stated in the By-laws and more specifically provided in this Policy Manual.

a. Chair. The Chair shall:

i. Serve on the Executive Committee of the LLB.

ii. Work with the Executive Committee and Senior Pastor to establish the agenda for all meetings of the LLB and Congregational Assemblies.

iii. Preside at all meetings of the LLB and Congregational Assemblies.

iv. Initiate counsel with any member of the LLB who violates policy, insuring that Policy II, A. 2 is followed.

v. Take appropriate actions that may not be stipulated but are essential for the thorough management of the LLB's work as long as those actions are not in violation of other LLB Policies.

vi. Oversee the work of the Executive Committee.

b. Vice Chair. The Vice Chair shall:

i. Serve on the Executive Committee of the LLB.

ii. Preside at all meetings of the LLB and Congregational Assemblies when the Chair is absent or when requested to do so by the Chair of the LLB.

iii. Serve as the Chair of the Nominating Committee.

iv. Initiate counsel with the Chair of the LLB, should the Chair violate policy insuring that Policy II, A. 2 a. is followed.

c. Secretary. The Secretary shall:

i. Maintain the minutes of all meetings of the LLB and Congregational Assemblies.

ii. Conduct all official correspondence of the LLB and Congregation as directed by the LLB.

iii. Be thoroughly familiar with the Congregation's Constitution and By-laws and serve as the primary resource to the LLB and Congregation for questions concerning the same.

G. Executive Committee of the LLB

1. Members of the Executive Committee shall be the Chair, Vice Chair, Secretary, and one member at-large appointed by the LLB. The Senior Pastor shall be an *ex officio* member.

a. Members of the Executive Committee shall attend its meetings regularly, not missing any part of two consecutive meetings.

2. The Executive Committee may act on behalf of the LLB in all matters delegated to it by specific action or by policy of the LLB. Actions of the Executive Committee shall be reported to the LLB at the next meeting of the LLB for ratification.

a. Subject to the following limitations, the Executive Committee shall possess and exercise all powers of the LLB during the intervals between meetings. However, the Executive Committee shall not:

i. Establish or modify governing policies.

ii. Change the membership of any committee at any time, create a committee, or fill vacancies in any committee.

iii. Discharge any committee whether with or without cause at any time.

iv. Discharge any LLB fiscal responsibilities as detailed in Policies II, D. 1. a, and II, D. 2.

3. The responsibilities of the Executive Committee on an ongoing basis are as follows:

a. The Executive Committee shall consistently advise the Senior Pastor of his performance, shall conduct the Senior Pastor's annual performance appraisal and report to the LLB when it has been completed.

i. In addition to other information they may seek in conducting the performance appraisal, the Executive Committee shall receive information on the Senior Pastor's performance from key ministry staff.

b. Planning the program and agenda for LLB meetings and Congregational assemblies.

H. Committees of the LLB

The LLB may, from time-to-time, form committees consistent with the following principles.

1. Committee responsibilities shall flow directly from the LLB's description of its purpose, shall be set forth in a formal written charge, with an appropriate period for existence and shall not impinge upon responsibilities delegated to the Senior Pastor.

2. Committees shall not manage any part of the Congregation, or do staff work, except when working on a topic that is fully within the province of the LLB and has not been delegated in any way to the Senior Pastor.

3. Except when empowered by the LLB, committees shall have no executive or decision-making authority. At all other times, committees will strive to develop policy only.

I. Responsibilities to the Congregation

The LLB's responsibilities to the Congregation are:

- 1.** Conduct Congregational Assemblies.
- 2.** Inform the members of the Congregation as to the degree of success in achieving the desired outcomes of the Congregation.
- 3.** Solicit input annually on the appropriateness of the desired outcomes.
 - a.** In so doing, the following three central questions for the desired outcomes shall be addressed:
 - i.** Whom is the congregation attempting to serve? Is there a primary audience? Secondary?
 - ii.** What are the outcomes for those being served?
 - iii.** What should be the cost for these outcomes?
- 4.** Identify and establish relationships with groups that have the potential to act as partners in the ministry of the Congregation.

I. LLB Agenda Structure

1. The LLB shall establish a basic structure for its meetings to assist the LLB and Senior Pastor in processing information in a way that allows them to maintain a policy-based orientation.

2. This LLB agenda structure shall work in tandem with the policy review and continuing calendar. Additional items may be added as needed.

3. Only members of the LLB, its officers, and presenters shall be seated at the LLB table.

4. One-half (1/2) of the LLB meetings shall include time for LLB education, to increase the LLB's competence for carrying out its responsibilities.

5. The LLB agenda shall consist of the following sections:

A. Preliminaries

1. Convene
2. Spiritual nurture
3. LLB comments
4. Approval of Minutes
5. Approval of Agenda

B. LLB Education

C. LLB Business

1. Monitoring
 - a. Committee reports
 - b. Management reports
2. Policy review and revision
3. Other LLB actions
4. Self-evaluation
5. Closing devotion

D. Adjournment

III.

SENIOR PASTOR LIMITATIONS

Following are the constraints placed on the Senior Pastor's efforts to achieve the desired outcomes. The "Mega-Limitation" is further defined by sections that follow it. Each section is further limited by all other sections. Unless restricted in the Senior Pastor Limitation Policies, all actions are acceptable.

A. Mega-Limitation

When representing the Congregation, the Senior Pastor and staff shall not act in a manner that is unethical, imprudent, illegal, immoral, or inconsistent with the Constitution, By-laws, or the Policies of the Congregation.

B. Communications and Support to the LLB

1. The Senior Pastor shall not permit the LLB to be uninformed or unsupported in its work.

2. The Senior Pastor shall promptly advise the LLB and not allow the LLB to be unaware of:

i. Relevant trends and developments within and outside of the Congregation, including, but not limited to, spiritual, social, and political matters.

ii. Anticipated adverse media coverage and/or negative occurrences within the Congregation.

iii. Hiring, promotion, reassignment, demotion, or firing of non-called staff.

iv. Claims or lawsuits against the Congregation.

v. Death, disability, or serious illness of staff.

vi. Major ministry programs, or programs with high public visibility.

vii. Changes in the assumptions on which any LLB policy has been established.

viii. Crises affecting the work, health, or safety of staff.

ix. Any other facts or developments which reasonably should be brought to the attention of the LLB.

C. Financial

1. The Senior Pastor shall not cause or allow an annual financial plan which:

a. Develops an annual financial plan after the beginning of the fiscal year.

b. Is built on unsound assumptions about financial conditions. Financial conditions are defined as projected contributions/earnings, operating costs, other income/expense, and transfers from investment income.

c. Continues without review and appropriate adjustments whenever any one or more of the assumptions of financial conditions under which it was constructed changes by ten percent (10%) or more on a pro-rated basis for a two-month time period.

d. Allows an unsound financial condition that jeopardizes the achievement of the Outcome Policies.

i. An unsound financial condition exists when the ratio of current assets to current liabilities is less than 1.1:1 or greater than 1.35:1. Testing for unsound financial position shall be done on a timely basis consistent with the requirements of Section III, C. 1.c. Current assets are those assets that can readily be used in place of cash within one year. Current liabilities are liabilities that are due and payable within one year.

2. The Senior Pastor shall not allow the use of any planned giving receipts that deviates from the written Planned Giving Gifts Policies (See Appendix C.)

3. The Senior Pastor, in reporting financial activities and position, shall not allow deviation from generally accepted accounting principles as established by the Financial Accounting Standards Board (FASB).

4. The Senior Pastor shall not allow the investment of any financial assets that deviates from the Written Investment Policy (See Appendix D.)

5. The Senior Pastor shall not incur indebtedness on behalf of the Congregation.

6. The Senior Pastor shall not allow a special project to be considered by the LLB which is not prepared according to the Special Project Guidelines. (See Appendix B)

D. Congregational Ministry Model

1. The Senior Pastor shall not allow a ministry model that has a neutral or negative effect on the desired outcomes of the Congregation.

2. The Senior Pastor shall not fail to present, to the LLB for approval, a written plan for the performance of his duties in the event of his temporary unavailability to serve the Congregation, or during the call process for filling the Senior Pastor vacancy.

3. The Senior Pastor shall not fail to assist the LLB with the development and completion of guidelines for conducting the process for calling of a candidate to fill the position of Senior Pastor.

E. Personnel

1. The Senior Pastor shall not allow the Congregation to operate without effective, established personnel policies.

a. Personnel policies shall not:

i. Deviate from local, state, or federal law or regulations in the ethical treatment of employees.

ii. Be in conflict with the effective operation of the day-to-day ministry of the congregation.

iii. Fail to establish an effective, written Conflict of Interest Policy for the staff.

iv. Impair the dignity, safety, and right to ethical job-related dissent of employees. Grievances by employees shall receive fair, internal hearing through procedural safeguards.

2. The Senior Pastor shall not allow positions to be undefined or position descriptions that inaccurately reflect the responsibilities and tasks assigned to the position.

3. The Senior Pastor shall not allow positions to exist where there are inadequate resources available for a qualified person assigned to the position to succeed.

4. The Senior Pastor shall not assume authority that is delegated to some other entity or person.

5. The Senior Pastor shall not fail to conduct, or cause to be conducted, annual staff evaluations, and to share the results with the appropriate staff member and the LLB.

6. The Senior Pastor shall not fail to inform the staff of the process being used to make decisions, except to maintain the personal privacy of those being served or as required by law or the policies.

F. Compensation

1. The Senior Pastor shall not allow compensation that does not fall within the ranges as identified in the Staff Policy/Operations Manual.

2. The Senior Pastor shall not allow salary increases to be based on anything other than merit as justified in the performance review and by available resources.

G. Planning

1. The Senior Pastor shall not allow the development or implementation of an operational plan that fails to support and promote the accomplishment of Desired Outcomes.

2. The Senior Pastor shall not allow staff to begin a new fiscal year without previewing and updating its operational plan.

H. Ministry Program

1. The Senior Pastor shall not allow ministry programs and other services that do not contribute to the achievement of the Desired Outcomes.

I. Long-Range Outlook

1. The Senior Pastor shall not fail to conduct and present to the LLB an annual long-range outlook study.

a. The Senior Pastor shall not develop a long-range outlook study that fails to consider the Desired Outcomes.

b. The Senior Pastor shall not develop a long-range outlook study that fails to consider and identify the changes in the climate and conditions that affect the Congregation.

J. Crisis Management Plan

1. The Senior Pastor shall not allow the Congregation to operate without a detailed written Crisis Management Plan. **(See Appendix E.)**

K. Gifts and Bequests

1. The Senior Pastor shall not fail to develop a plan to promote and receive gifts and bequests in coordination with the Christ Lutheran Foundation.

2. The Senior Pastor shall not permit the Congregation to accept gifts and bequests with a specified use that is contrary to the Congregation's values and policies, and that have a neutral or negative effect on the Desired Outcomes.

IV

LAY LEADERSHIP BOARD AND SENIOR PASTOR RELATIONSHIPS

A. Manner of Delegating

1. The function of the LLB is to develop, monitor, and enforce policy, not to implement it.

2. Except for assignments of its own work to committees, consultants or officers, the LLB shall delegate authority only to the Senior Pastor. Any other person or group performing operational functions shall receive authority from the Senior Pastor or a person assigned such authority by the Senior Pastor.

a. The LLB shall relate to all ministry staff officially only through the Senior Pastor.

b. Members of the LLB shall be prudent in their contact with ministry staff and shall keep the Senior Pastor informed about significant contacts with any staff member.

3. The LLB shall address only broad levels of issues in policies of purpose or governance policies, leaving lesser levels (i.e., operational policies) to the discretion of the Senior Pastor. The Senior Pastor may develop operational guidelines, rules, or procedures and may make decisions as he deems appropriate as long as governing policies adopted by the Board are observed.

4. The authority of the Senior Pastor shall begin where the explicit pronouncements of the LLB end. Except as required by the Constitution, By-laws, governing policies, or law, decisions of the Senior Pastor do not need approval by the Board.

B. Actions Requiring Lay Leadership Board Approval

The following is a list of actions that require LLB approval as delineated in other governing documents in these Policies.

1. Lay Leadership Board Decisions:

Following are the areas requiring specific LLB approval because of their unique nature or requirement of the LLB.

- a.** The selection of the auditor.
- b.** Receipt and review of financial reports.
- c.** The appointment of legal counsel.
- d.** The sale of securities.
- e.** The purchase, sale, transfer or mortgage of real estate in accordance with the By-laws.
- f.** The approval of an annual financial plan.

C. Senior Pastor Function

The Senior Pastor shall:

1. Be empowered to take all actions and make all administrative decisions that are deemed necessary to attain the Desired Outcomes, except those which (a) violate laws, applicable regulations, orders of

courts or commonly accepted business and professional ethics, or (b) violate the Constitution or By-laws, or specific further Senior Pastor Limitations stated by the LLB in its policies.

2. Develop operational guidelines, rules of procedures, and make decisions the Senior Pastor deems appropriate except those that (a) violate laws, applicable regulations, orders of courts or commonly accepted business and professional ethics, or (b) violate the Constitution or By-laws or specific further Senior Pastor Limitations stated by the LLB in its policies.

D. Senior Pastor Accountability

The Senior Pastor shall be accountable to the LLB for:

1. Achievement of the Desired Outcomes through personal and ministry staff action.

2. Compliance of personal and ministry staff actions with limits established in the Senior Pastor Limitations Policies.

3. Provision of adequate counsel to the LLB through personal and ministry staff action, including counsel on social, legal, and other changes relevant to the LLB's decision areas.

4. Defining and refining the Senior Pastor's position description (Sections I, III, and IV this Policy Manual).

5. Relating with integrity, honesty, and straightforwardness to the LLB.

6. Compliance with all Policies.

E. Exceeding Senior Pastor Limitations

1. The Senior Pastor shall give an immediate notice to the Chair of the LLB if any Senior Pastor Limitation has been recognized to have been exceeded. If the Senior Pastor Limitation has been exceeded for an excessive period of time and has gone unnoticed, the Senior Pastor will develop a better monitoring system.

2. The Senior Pastor shall take the necessary action within policies and shall report the results to the LLB.

a. If the exceeded Senior Pastor Limitation is not immediately correctable, the Senior Pastor shall establish and implement corrective actions, reporting them and gaining approval of a deadline from the LLB for complete correction.

i. The Senior Pastor shall continue to report in a timely fashion on the actions taken and their results until the exceeded Senior Pastor Limitation is corrected.

ii. The Senior Pastor shall give immediate notice when it is recognized that a deadline will be missed, and a new plan for action shall be formulated if the delay is excessive.

iii. The Senior Pastor may use internal or external resources to correct the exceeded Senior Pastor Limitation without violating the Senior Pastor Limitations Policy.

b. The LLB shall review any Senior Pastor Limitation Policy that has been exceeded for its soundness as a test of ethical and prudent behavior.

3. The LLB shall not allow one-time exceptions to Policies. If an action is acceptable under certain conditions, then those conditions shall be stated in the policy.

4. The Senior Pastor shall develop or improve processes to avoid recurrence of any exceeded Senior Pastor Limitations.

5. In the event of repeated occurrences of exceeding Senior Pastor Limitations, the Chair will conduct: (a) a performance evaluation of the Senior Pastor, and (b) a discussion with the full LLB concerning the Senior Pastor's performance and the Chair's evaluation thereof.

F. Means of Monitoring

1. Management Reports.

These are periodic statements and overviews that provide information and counsel to the LLB on programs, trends, and developments that may affect the LLB's work and which report on the Senior Pastor's compliance with LLB policies.

a. The Senior Pastor shall report not less frequently than yearly on the economic, sociological, legal, and political conditions and trends in the communities that the Congregation serves.

b. The Senior Pastor shall report at least quarterly on the activities, plans, and desired outcomes of the Congregation.

2. Direct Monitoring. The Senior Pastor shall:

a. Report, at least semi-annually, to the LLB on the progress towards achieving the desired outcomes of the Congregation.

b. Provide to the LLB, on a monthly basis, financial statements organized and presented in accordance with the Financial Conditions Policy.

1. Provide to the LLB the current criteria established for the financial conditions.

c. Provide to the LLB current financial plans as developed or modified.

d. Provide to the LLB, at least quarterly, a summary of investment performance.

e. Provide to the LLB the current Personnel Policies and revisions as they occur.

f. Provide to the LLB any new congregational Ministry Models as developed with an explanation of the responsibilities assigned.

g. Provide to the LLB long-range outlook studies as developed.

h. Annually review the crises management plan, and provide the LLB with a copy of such plan.

i. Provide the LLB with a summary of each new ministry program and service as such are developed.

CRITICAL TARGETS AND DESIRED OUTCOME STATEMENTS

1. **Connecting/Relationship/Discipleship.** “Members of Christ the Good Shepherd Lutheran Church are actively growing in their lives of discipleship, using their gifts to enhance the ministry of the Church, willing and able to say, “I am a member of Christ the Good Shepherd Lutheran Church.”
2. **Mission/Outreach.** “Members of Christ the Good Shepherd Lutheran Church serve diverse local and global communities, sharing the truth of the Gospel in culturally relevant ways which make a difference in the lives of people.”
3. **Youth/Young Adults.** “The youth and young adults of Christ the Good Shepherd Lutheran Church actively serve the Church and their community as spiritual catalysts which transform lives for Christ.”
4. **Family Life Ministries.** “Members of Christ the Good Shepherd Lutheran Church are active promoters of the family, strengthened for their mission as beacons of hope to the lost, with its presence and well-being secured in the Body of Christ.”

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Appendix A

CONFLICT OF INTEREST POLICY

Preamble

Election to the Lay Leadership Board or acceptance of a Call to the ministry of our Lord and Savior at Christ the Good Shepherd Lutheran Church is an honor with which comes certain responsibilities. Each individual has the duty not to advance personal interests in a way that could injure or take advantage of the church. In order to avoid even the appearance of impropriety, the Lay Leadership Board of Christ the Good Shepherd Lutheran Church has adopted this conflict of interest policy.

Conflicts of interest may fall into two categories; conflicts of interest per se, that is, inappropriate personal gain derived from the pursuit of normal duties; and conflicts of commitment, which refers to the choices Called/Professional staff or board members make about their priorities, especially the allocation of their time to other organizations in which they also serve.

This policy is intended to comply with the procedure prescribed in Michigan Statutes governing conflicts of interest for directors of nonprofit corporations and in fulfillment of Part II, paragraph A, section 1, subsection o, of the Bylaws of Christ the Good Shepherd Lutheran Church. In the event there is an inconsistency between the requirements and procedures prescribed herein and those of Michigan statutes, the statute shall control.

Disclosure Requirement

This conflict of interest policy is designed to recognize and deal with the real and perceived conflicts that will arise. The most basic and important procedure for dealing with these conflicts is full and open disclosure of potential conflicts between an individual's ministry related obligations and responsibilities on the one hand, and outside professional goals and/or interests on the other.

Recognizing and disclosing the existence of conflicts of interest and commitment must be, primarily, the responsibility of individual members of the Lay Leadership Board and individual members of the Called/Professional staff.

We must be guided by a sense of personal responsibility, mindful of the trust which our brothers and sisters in Christ have placed in us. The standard that should be applied in thinking about conflicts of interest is how matters will appear to an outside third party. In this respect, actions by individuals should protect the integrity of Christ the Good Shepherd Lutheran Church.

Disclosure allows the Lay Leadership Board to identify and address conflicts of interest. The Lay Leadership Board has a responsibility to help individuals resolve, or at least minimize, conflicts of interest. The Senior Pastor has a special responsibility of creating an environment that encourages full disclosure.

Examples of activities which would NOT constitute a violation of this policy and need NOT be disclosed are; service in the National Guard or a reserve formation; circuit, district, or Synod activities; attendance at professional development events.

Examples of an activity which COULD constitute a violation of this policy and DOES need to be disclosed are; a personal or family relationship with a vendor to the church; receipt of money from congregation members of more than \$100.00 (since such amounts must meet the tax-free gift provision of Internal Revenue Code 102(a) or else be considered taxable income).

Procedures for Dealing with Conflicts of Interest

The Lay Leadership Board will be responsible for dealing with all conflicts of interest.

If the individual in question is a member of the Lay Leadership Board, he or she will notify the Chairman of the Lay Leadership Board, or its Executive Committee, in writing, as soon as he or she realizes that a conflict exists, or could exist. The individual in question will not take part in the Board's discussion of the conflict except to disclose pertinent facts and to answer questions.

Board members must excuse themselves from participation in the

decision-making process in those instances where they have a direct or indirect ownership or control of a financial interest in an entity with which the church has a relationship.

If the individual in question is a member of the Called/Professional staff, he or she will notify the Senior Pastor in writing as soon as he or she realizes that a conflict exists, or could exist. The Senior Pastor will then report to the Board or to its Executive Committee. The individual in question will make himself or herself available to disclose pertinent facts and to answer questions.

In either case, the minutes of the meeting will contain the written disclosure and its disposition by the Board. The Board will in all instances be guided by their consideration of the best interests of Christ the Good Shepherd Lutheran Church.

Violations of the Conflict of Interest Policy

Christ the Good Shepherd Lutheran Church, through its Lay Leadership Board, has the authority to take action against individuals who violate the conflict of interest policy. Sanctions, which include removal from office, are to be graduated to reflect the seriousness of the violation. In enforcing this policy it must be recognized that conflicts are not always blatant; they are not always easily defined in terms of obvious or absolute rights and wrongs. Distinctions must be made between neglect, honest oversights, or ignorance of procedures on the one hand and willful violations on the other, especially deliberate failure to disclose relationships that cause conflict of interest.

Appendix B

SPECIAL PROJECTS GUIDELINES

To honor God by modeling a high level of integrity, it is vital that we establish consistent parameters and guidelines for all special projects at Christ the Good Shepherd Lutheran Church (hereinafter referred to as “CTGS”).

These guidelines are applicable to CTGS and all its ministry areas including, but not limited to, worship ministry, mission ministry, caregiving ministry, family life ministry, education ministry, and administration ministry.

Guidelines and Parameters

1. By the beginning of each fiscal year, each ministry area should have its special projects plan in place for the upcoming year. The Director of Ministries may consider special projects not anticipated by December 1 for approval.
2. Unless approved by the Director of Ministries, special projects fundraising activities are limited to two activities per calendar year per ministry area.
3. CTGS members may not conduct special projects fundraising activities for a ministry area prior to submitting a plan of action to the Director of Ministries and without prior approval from the Director of Ministries. This plan will include the nature of the activity, the amount of funding needed, the target group/individual, proposed time, and what the funding will provide. (Attachment 1)
4. The Director of Ministries shall furnish a copy of all approved special projects fundraising requests to the CTGS Business Manager.
5. If possible, different ministry areas should try to combine special projects fundraising activities.

6. CTGS members may not engage in CTGS special project fundraisers that could yield individual or personal benefit (example: Tupperware sales).
7. CTGS members may not sell or provide alcohol at special project fundraising events.
8. CTGS members may not use excess funds raised from any special project fundraising event for other ministry purposes without approval by the Director of Ministries.
9. CTGS members may not appeal to CTGS members without the approval of the Director of Ministries.
10. Definitions:
 - Special project – a ministry area need not included in the CTGS budget and, therefore, not provided for through regular planned giving.
 - Special projects fundraising – an event or program where CTGS participants gain a product or service (example: meal, rummage sale, auction). The funds raised may or may not directly benefit CTGS members (example: CTGS youth trip vs. Habitat for Humanity build).
 - Appeal – an outright request for money from CTGS members (example: Giving Tree, tuition assistance, tax rebate appeal, equipment replacement).
 - Director of Ministries – It is expected that the Director of Ministries regularly consults with the Executive Ministry Team.
 - Examples of fundraising that fall outside this policy (approval not needed) –
 - ✓ Fundraising which does not exclusively benefit CTGS members and which is held outside the realm of CTGS (example: car washes, etc.);
 - ✓ Capital campaigns.

CHRIST THE GOOD SHEPHERD LUTHERAN CHURCH
Special Projects Fundraising Request

Ministry Area:

Person Responsible for Event:

Name/Type of Event:

Date(s) of Event:

Briefly describe event, fundraiser(s), and event's purpose(s).

Who is your target group? Identify any specific people or families.

For what will the funds raised be used? Please be specific.

Financial Goal of Event:

Applying for any matching funds?
 Yes No Thrivent Other

Executive Ministry Team Member requesting event:
Date:

Approved by: Date:

Attachment 1

‘THE CARE MINISTRY’ GUIDELINES
CHRIST THE GOOD SHEPHERD LUTHERAN CHURCH
Connecting People to Christ, and Together Grow in His Word

OBJECTIVE: To provide a continuous guideline for the disbursement of donated funds.

The main focus of this ministry area is to assist members and non-members with financial assistance during a crisis. ‘The Care Ministry’ fund will be the dedicated account that will be used to provide financial aid for members and other individuals in the community served by CTGS. The need for financial assistance could be the result of such things as a fire, flood, accident, illness, loss of job, etc.

Appeals for contributions to this fund will be made as needed (approved by Pastor of Caregiving and Missions and Director of Ministries) so there will always be funds available in an emergency. The Pastor of Caregiving and Missions will be responsible for the administration of these funds.

Criteria

1. Individuals have to meet with one of the pastors or appointed staff member prior to the receipt of assistance.
2. Proof of need must be presented and proven. The pastor or the appointed staff member will complete the evaluation.
3. Members will receive preferred assistance.
4. Non-members are able to receive assistance three times in a calendar year.
5. Proof of other agencies and resources consulted is required before assistance can be given.

Evaluation Procedure

1. Original bills must be presented.
2. Name, address and phone number must accompany original dated bill and be presented.
3. Confirmation of unpaid bill must be sought.

Funding Availability

1. Each request requires individual evaluation. The use of other agencies for collaboration is highly encouraged.
2. If the need is greater than the available funding, the request must be deferred to a potential later date. Communication with

- companies may allow partial payments. This can only take place if it will resolve the crisis situation for a period of 30 days or more.
3. Deposits are not a part of the ministry focus.
 4. Discouraging repeat assistance is important for the individual and ministry.
 5. The pastor(s) should do special funding solicitation. This should only occur in extreme emergency situations.

Appendix C

PLANNED GIVING GIFTS POLICIES

Purpose

The Planned Giving Policy shall serve to guide the financial education process for the members of Christ the Good Shepherd Lutheran Church.

Oversight Committee

The Christ the Good Shepherd Lutheran Church LLB shall serve as the oversight committee for the Planned Giving Policy. The Senior Pastor shall be responsible for the implementation of the Planned Giving Policy. The oversight committee may also work in conjunction with and/or delegate details to the Christ the Good Shepherd Lutheran Church Foundation.

Development of Planned Giving Education Course

The Senior Pastor shall assemble a team comprised of Christ the Good Shepherd Lutheran Church Staff and Lay Members to develop a Planned Giving Education Course and maintain the course outline. The course outline shall address the items as outlined in the Education Issues.

Course material shall be structured to target the following three (3) age groups:

- 20-35
- 35-50
- 50-65+

Information about the Planned Giving Education Course shall be part of the new member information packet and new members shall be encouraged to participate in the appropriate Planned Giving Education Course.

Education Issues

1. Spiritual – the church needs to communicate what the bible says about money, ownership and the eternal rewards promised for those who live and give generously. Money is a tool; a test; and a testimony.
2. Financial – Christians do not know how to handle money wisely. With a mortgage, car payments and credit card debt, money is tight. Money will continually be tight until they learn to spend less than they earn.

3. Limited Vision – Many Christians have a limited vision for the Church. Since their vision is limited, their giving will be limited as well.
4. Limited Relationships – If the Christian has a limited relationship (they do not feel they are really part of what is going on) they will limit their giving.
5. Do not know they can give – Christians do not know how much they owe, much less how much they have. So, they assume they cannot afford to give.
6. Do not really know how to give – Christians are frequently unaware of tax-wise giving techniques. If they make a will, they forget to provide for a charity along with their heirs. They do not understand the scope of giving tools and giving strategies available. The result is ineffective giving or no giving at all.
7. Do not plan to give – Christians may plan for retirement, starting a business or a college education. However, few Christians have a plan to give.
8. Use of the Simply Giving Program shall be actively promoted to Christ the Good Shepherd Lutheran Church members and members shall be encouraged to use the program.

Policy Exceptions

Any exception to this policy requires prior approval from the Lay Leadership Board.

Appendix D

INVESTMENT POLICY

Purpose

The Investment Stewardship Policy shall serve to guide the temporary investment of financial assets for Christ the Good Shepherd Lutheran Church (CTGS). The stewardship of financial assets shall entail consideration of the safety and soundness of principal, and liquidity (ability to convert to cash without loss of principal) as the primary objective. The rate of return is considered to be a secondary objective.

Oversight Committee

The CTGS Lay Leadership Board (LLB) shall serve as the oversight committee for the Investment Stewardship Policy. The CTGS Business Manager shall be responsible for the implementation of the policy, and shall perform any necessary due diligence to ascertain investment suitability. The Business Manager shall also be responsible for executing the investment transactions, and reporting such transactions.

Acceptable Investments

The following investment mediums shall be considered as acceptable:

- Federally insured financial institutions
- Registered Mutual Funds
- US Government Securities
- Lutheran Church Extension Fund
- Commercial Paper

Investment Suitability Criteria

The following suitability criteria shall be applied to the above noted investment mediums:

Federally insured financial institutions

- No amount greater than \$100,000 shall be invested in any single US Domestic financial institution unless such institution has a bond rating (from S&P or Moodys) of A or better.
- Investments in time deposits shall not have a maturity that exceeds 366 days.
- Investment in a repurchase agreement account is acceptable when backed by a pledge of US Government Securities.

Registered Mutual Funds

- Investment in mutual funds shall be limited to Money Market Funds that invest solely in US Government

Securities (backed by the full faith and credit of the US Government).

- The Money Market Fund must have an objective to maintain a stable per-unit value.

US Government Securities

- Treasury notes or bills issued by the US Government or Agencies thereof and backed by the full faith and credit to the US Government.
- The maturity of such instruments shall not exceed a maturity in excess of 366 days.

Lutheran Church Extension Fund

- The following LCEF investment products may be utilized—
 - Steward count
 - Fixed Rate Notes with a term not to exceed 1 year
 - Growth Certificate with a term not to exceed 1 year

Commercial Paper

- The Commercial Paper must have a A1/P1 rating with a term not to exceed 32 days, and the paper must be issued by a US Domestic company.

Prohibited Investments

The following investment mediums are not acceptable:

- Common or Preferred Stocks
- Corporate notes/bonds/convertible securities
- Loans or asset backed securities
- Tax exempt or local government entity securities
- Commodity contracts
- Futures or derivative securities
- Any other investment that does not meet prudent safety/soundness/liquidity objectives.

If any of the above noted Prohibited Investments are gifted to CTGS, such investments shall be liquidated within thirty days upon receipt (unless the gift has specific instructions for disposition).

Policy Exceptions

Any exception to this policy requires the prior approval from the Lay Leadership Board.

Conflict of Interest

Any investment activity with a company or institution that employs a member of the LLB or the Ministry Team is prohibited unless the noted conflict of interest is approved by the LLB.

Reporting Requirements

The Business Manager, in preparation of the periodic balance sheet of any CTGS fund accounting shall delineate a description of the nature of the investment and the associated end of period balance. When requested by the LLB, the Business Manager shall provide the following information relative to any existing or proposed investment:

- Name of the investment medium
- Type of investment
- Description of the due diligence performed
- Historical rate of return

Appendix E

CRISIS MANAGEMENT POLICY

The Christ the Good Shepherd Lutheran Church Crisis Plan is intended for all situations on the campus of Christ the Good Shepherd Lutheran Church. The plan of action is geared toward a formal worship service with a head usher in charge and other ushers to carry out assignments as directed by the head usher.

In situations other than a formal worship service; the Sunday School teachers, preschool teachers, midweek school teachers, Bible class leaders, and meeting leaders should take charge and implement as many of the directives as are needed and are possible to implement. Situations which involving the church staff, visitors, or trespassers should be handled by someone familiar with the crisis management plan.

A. Medical Emergency

When a medical emergency occurs, assess the medical emergency and, if possible, recruit a doctor, nurse, or emergency medical technicians to assess the condition of the person in distress. Doctors, nurses, and emergency medical technicians will be issued red nametags so that the ushers can readily identify them. Be mindful of the family with the person in distress, but act in the best interest of the person in distress. If it is determined that a 911 call for emergency help is needed, the person in distress or his or her family can refuse transportation to the hospital after the person in distress has been examined. **The head usher should carry a cell phone to call 911. If a 911 call is placed, the caller can be near the person in distress and answer the questions asked by the 911 dispatcher.** If a cell phone is not available, there is a phone in the church office. Dial 9 for an outside line, listen for the dial tone and then dial 911.

- 1. Professional medical help.** If professional medical help is present, defer to the direction of the medical personnel. If no professional medical help is available, stay with the person in distress or have someone stay with him or her if at all possible. Do not move the person unless absolutely necessary. Monitor his or her breathing and loosen binding clothing if necessary. Keep the person in distress as comfortable as possible till emergency help arrives.

- 2. Call 911.** Be prepared to give the person who answers the 911 call the approximate nature of the emergency, the sex and approximate age or ages of the person or persons in distress. Tell the 911 operator where the distress victim is located and how to best reach the victim. Assign someone to meet the emergency vehicle at a designated spot, i.e., corner of Cherry Hill and Lilley or in front of the church, and then take the emergency personnel directly to the distress victim.
- 3. Administering CPR.** When professional medical expertise is not available and the person in distress is not breathing, start CPR and continue till personnel from the emergency medical team summoned by the 911 call take over.
- 4. Location of person in distress.** Find out to which hospital the distressed person is being transported and help the family of the distressed person as much as possible.

B. Fire

- 1. Ring the fire alarm.** Fire alarms are located near exits. The fire alarm alerts the occupants of the building of imminent danger. A master alarm box is located TBD and it shows from which area of the complex the alarm is coming from. Ringing the fire alarm does not alert the fire department. **You must call 911 and report the fire.**
- 2. Fire Extinguishers.** Fire extinguishers are located near most of the exits. See the emergency evacuation diagrams posted in all of the rooms for location of the nearest fire extinguisher.
- 3. Call 911.** Be prepared to give the person who answers the 911 call the nature and location of the fire and if there are injured or trapped persons. Assign someone to meet the fire truck at a designated spot, i.e., corner of Cherry Hill and Lilley, or in front of the church.
- 4. Evacuation.** Evacuate all persons from the building using emergency exits away from the fire. Use the emergency evacuation diagrams posted in all of the rooms. Insofar as possible and safe, double-check to make sure all persons are out of the building.

5. **Close doors.** Seal off the fire and smoke by closing doors where possible.
6. **Main electrical switch and main gas turnoff.** The location of the main electrical switch is in the TBD. The main gas turnoff is TBD. The main electrical switch and the main gas turn off are on the emergency evacuation diagram.
7. **Vehicles in critical area.** Clear the entrances and fire lanes in the critical area. Move the vehicles away from the campus so as not to impede access by fire trucks and emergency vehicles.
8. **Emergencies and fires when the church is closed.** A “Knox Box” is installed. This box is attached to the outside wall of the church building and it contains a master key to the door locks in the whole church complex. Only the Assistant Fire Chief for this area of Lincoln has a key to the Knox Box. This arrangement gives the fire department ready access to the church complex. In addition, a list of names and phone numbers have been given to the Fire department so that they can contact a person who has a master key to all of the locks.

C. **Tornado**

1. TBD.

D. **Bomb Threats, Bombs, Letter Bombs, And Suspicious Packages**

1. **Receipt of a bomb threat call.** The person receiving the bomb threat should get as much information as possible about the location of the bomb and when the bomb is set to go off (if known). Pay attention to background noises from the caller’s location. Note the caller’s accent, sex, and approximate age if possible. After the caller hangs up, dial *TBD in an attempt to trace the call. Pass this information on to the investigating officers.
2. **Evacuation.** Ring the fire alarm. Fire alarms are located near exits. The fire alarm alerts the occupants of the building of imminent danger. Ringing the fire alarm does not alert the fire department. **You must call 911 and report the bomb threat.** Evacuate all persons from the building, using emergency exits

away from the supposed location of the bomb. Insofar as possible and safe, double-check to make sure all persons are out of the building.

- 3. Call 911.** Be prepared to tell the 911 operator.
 - a. The nature of the emergency.
 - b. If the building has been evacuated.
 - c. Approximate location of the bomb and when the bomb is supposed to explode (if known).
 - d. Detailed information about the caller.

Assign someone to meet the emergency units at a designated spot, i.e., corner of Cherry Hill and Lilley, or in front of the church and then fill in the emergency personnel on the situation.

- 4. Vehicles in the critical area.** Clear the entrances and fire lanes in the critical area. Move the vehicles away from the campus so as not to impede access by fire trucks and emergency vehicles.
- 5. Receipt of a bomb threat by E-mail.** Do not delete the message. Leave it on the computer as “new mail”. If the threat is immediate, follow the evacuation procedure in items 2, 3, and 4 above and call 911. If the threat is not immediate, call the police at TBD.
- 6. Threatening letters.** As soon as the intent of the letter becomes apparent, handle the letter only by the edges and place it in a large plastic envelope. Paper is an excellent source of fingerprints and you must refrain from passing the letter around and adding new fingerprints to those already on the letter. Be prepared to give the police a list of names of people who may have handled the letter. Call the police at TBD.
- 7. Suspicious packages or items.** Suspicious packages or items such as unidentified brief cases, boxes, backpacks, purses, etc. Have two or more persons who are familiar with the area assess the situation (janitors are generally very knowledgeable about unusual items). If these persons deem the item suspicious, clear the immediate area, do not touch, move, or handle the item, **call 911.**

D. Hostile Intruder

1. **Call 911.** Call 911 if there is even a remote possibility that the situation could become unmanageable. The call gives the police a response time advantage. Be prepared to give the person who answers the 911 call the following information.
 - a. Nature of the emergency.
 - b. Description of the person/s.
 - c. Are weapons involved.
 - e. Is alcohol involved.
 - f. Location of the disturbance.

Assign someone to meet the police at a designated spot, i.e., corner of Cherry Hill and Lilley, or in front of the church.

2. **A disruptive, apparently unarmed person or persons.** The Pastor or group leader could ask the group to rise and lead the group in prayer. Divine intervention is always welcome and this serves to shift the focus away from the disruptive person or persons. One or more ushers should ask the person or persons to come out into the narthex or outside of the church to discuss the problem and thereby remove the person or persons from the rest of the worshippers or group. Encourage them to leave the campus. If possible, get the name(s), license plate number and any other descriptive information about the disruptive person or persons. Ascertain the nature of the problem if possible but do not attempt to solve the perceived problems; just calm the person or persons down. If the situation can be defused in this manner, the police may not have to be involved.
3. **A disruptive armed person or persons.** Assess the situation but **do nothing to aggravate the situation.** When the police arrive, turn the situation over to them.

F. Breakins and Thefts

1. **Call 911** and report the incident if the break-in or theft is in progress. Belated reports call TBD. Turn the investigation over to the police. Do not disturb the crime scene. **Do not start picking up or try to clean up the mess.**

G. Media Interviews

The media may cover incidents at Christ the Good Shepherd Lutheran Church. The media deserves accurate information. Isolated quotes from individuals can be incomplete or misleading and should be avoided.

After the appropriate emergency personnel have been called and the situation allows, the persons involved who are representatives of Christ the Good Shepherd Lutheran Church should **select someone to be the media contact person.** If possible, it should be one of the Pastors.

Other persons present should decline all separate media interviews and refer the media to the selected media contact person.

Appendix F

Guidelines for Use of Christ the Good Shepherd Lutheran Church Facilities General Policy Statement

The following is intended as a General Policy Guide for the Pastor, Board of Elders, and Lay Leadership Board in the use of the Church facilities and property by members, non-members, individuals, organizations or groups. The church leadership reserves the right to make exceptions or changes in the usage policies and regulations obtained herein at any time as may be deemed appropriate.

The church building and its facilities are primarily provided for the congregation's use in the adopted programs and activities of CTGS. Use of the church buildings and facilities for other approved purposes by member and non-member, organizations, groups, or individuals may be granted upon proper written request in accordance with the following:

- A. The requests of any organizations, group, or individual shall be denied if they subscribe to doctrines or beliefs contrary to the Christian church or our duly constituted government. The requested use shall not conflict with the doctrines of the LCMS, or the By-Laws and Constitution of CTGS.
- B. CTGS functions take precedence over any other use of the building. The use of the church facilities by non-member units shall never interfere with any CTGS activity or any member group activity. Organizations within the community will be given preference to those from outside the community.
- C. A written request shall be presented and approved before permission shall be granted for the use of any part of the building. General or routine requests, unless otherwise stated, may be approved by the Pastor. Other special use requests require approval by the Lay Leadership Board and/or Congregation. All requests for use of CTGS shall be presented to the Pastor and Lay Leadership Board for consideration and disposition. The Pastor or the Lay Leadership Board appointee shall make final determination as to which part of the building, or facilities are to be used by approved applicants.
- D. Church facilities shall never be used on a regular, strictly rental basis except by permission of the Lay Leadership Board or Church Assembly.
- E. The church sanctuary shall not be used for any fund-raising activities.

- F. It shall be the policy of CTGS to encourage community use of the church facilities provided such use does not interfere with CTGS programs and activities, is adequately supervised, and does not incur un-reimbursed expenses for the congregation.
- G. Church facilities are not generally available for non-church functions, meetings, programs, etc. on Sundays, holidays, or during Preschool hours and periods of operation. However, special consideration may be given by the Lay Leadership Board or its appointee if such use is requested.
- H. Each using group must have some responsible person in charge (preferably a congregation member). To the extent possible, a church officer, committee head, custodian, or Lay Leadership Board appointee shall be on duty at any time when a meeting or function is being held in the building, and said individual shall have authority to enforce regulations set forth herein.
- I. With the exception of official CTGS programs or activities, any person, organization, or group shall assume responsibility for any liability or expenses for bodily injury, property damage, disease, or death arising out of said use of church facilities, and may be held responsible for replacement in case of any damage or loss incurred. Non-member sponsoring agents may be required to post a reasonable deposit acceptable to the Lay Leadership Board or its appointee, prior to use of any facility.
- J. A rental fee will generally be imposed for church facility use for other than official church functions or related activities. Rental fees unless otherwise designated by Lay Leadership Board or Church Assembly should be in accordance with the current approved fee schedule (see attached). Payment in full should be made before using the building or facilities.
- K. For all functions involving minors, sufficient competent adult supervision or chaperons must be provided by the organization to meet approval of the Lay Leadership Board or Pastor. In addition to the above, requests for use of the Sanctuary should qualify in one of the following:
 - a. Worship or religious in nature.
 - b. Marriages: members or others (with approval of Pastor and Elders – see Wedding Policy)
 - c. Baptisms
 - d. Funerals – Memorial Services (see Funeral Policy)
 - e. Choir, choral, or recital.
 - f. (Other?)

In addition to the above, requests for use of the Multi-purpose room/Portable or other church facilities should qualify under one of the following:

- a. Organizations working on Lutheran endeavors and/or related CTGS programs.
- b. Wedding receptions for members; fellow Lutherans, or prospective members with restrictions on use of alcoholic beverage or any boisterous activity (See Wedding Policy).
- c. Fund Raisers (CTGS groups or Lutheran affiliates only).
- d. Luncheon after funeral services (see Funeral Policy)
- e. CTGS member educational, social, or recreational activities.
- f. Other approved educational, social, or recreational activities serving the community. Commercial and related profit making activities shall not generally be permitted unless some otherwise extenuating community educational or health benefit is involved.

SPECIFIC RULES AND REGULATIONS

These rules and regulations shall be divided into the following sections:

- A. Use of Church Sanctuary
- B. Use of Multi-purpose or Portable Room
- C. Use of Kitchen
- D. Use of Equipment
- E. General

A. Use of Church Sanctuary

1. The Church Sanctuary shall be used mainly as a place of Worship, prayer, bible study and member meeting assembly.
2. Permission to use the Church Sanctuary by any group or organization, not part of CTGS must be obtained from the Pastor and Board of Elders.
3. There shall be at least one Elder on duty every Sunday or when there are public services. The Elder on duty is to be there at least one half hour before the time of service to unlock door and turn on lights, if necessary. After the service, to see that all doors are locked, lights turned off, and that the building is left in secure condition. Schedule to be formulated by the Board of Elders. One copy of the schedule is to be posted in the main hallway.
4. Only authorized persons shall have permission to play the organ, keyboard, and/or piano. Such authorization shall be given by the Pastor, Board of Elders, Music Coordinator, or Board of Property.
5. See General Rules – Section F.

B.

C. Use of Multi-purpose Room or Portable

1. The Multi-purpose room or Portable is primarily used for church overflow, Sunday school, group bible study, church fellowship activities, and youth enrichment. Use of the multi-purpose room or portable for other approved uses by member, non-member individuals or groups may be granted upon proper requests and approval as appropriate.
2. The Multi-purpose room or Portable may be used for various meetings or activities, but the activity must be registered on the Activities Calendar in the Church Office.
3. In the event of requested use conflicts, the following general order of priority shall normally be followed in the scheduling, approval, and use of the Multi-purpose room or Portable.
 - a. CTGS committees, educational, and fellowship activities.
 - b. Member bible study or discussion groups.
 - c. Other small study or discussion groups, if the subject matter is appropriate and in keeping with “General Policy Statement.”
 - d. Other.
4. The Multi-purpose room and Portable room may be used for various activities, educational, social, and recreational, such as: meetings, the serving of meals, approved social, and recreational activities, or other uses for which permissions is given by the Lay Leadership Board or Congregation.
5. It is understood that any individual or group that uses the Multi-purpose room must see to it that all room furnishings and other property used is returned to its proper location and that the floor is vacuumed after any use.
6. Use of Multi-purpose room for non-members, friends or member children, or adults or any other outside groups, must be granted by the Lay Leadership Board or Church Assembly. Outside organizations should normally be imposed a rental charge in accordance with the current fee schedule. Members may also be requested to make a donation to the church for the use of church facilities when such use is for personal rather than general congregational related purposes.
7. See General Rules – Section F.

D. Use of the Kitchen

1. PERSONS OR GROUPS THAT USE THE KITCHEN SHALL LEAVE IT AS THEY FOUND IT.
2. Persons or groups that use the kitchen for meal preparations purposes shall clean-up, return everything to its proper location and take out the garbage and place it in the proper outside trash receptacle.
3. Rules for the use of the refrigerator and stove are posted in the kitchen.
4. See General Rules – Section F.

E. Use of Furnishings and Equipment

1. Upon written request, furnishings or equipment (such as chairs, instruments, tables, etc) may be loaned to individuals if there is no inconvenience to the church.
2. Permission to borrow equipment must be obtained from the Pastor and Lay Leadership Board. Pick-up and return times and dates are required. The borrower shall understand that they are responsible for repair or replacement for any damaged furnishings.
3. Church equipment (with the exception of on premise use of basic furnishings) is not usually available to any non-member, individual, group or organization and it is understood that nothing shall be removed from church property without permission.
4. Furnishings should never be removed from their proper locations without prior approval.
5. The church piano is tuned regularly for church use. Additional tuning shall be at the expense of the person or group using the building.
6. The purchase and installation of church furnishings and equipment must be coordinated with the Pastor and Lay Leadership Board.
7. See General Rules – Section F.

F. General Rules

1. No smoking is permitted anywhere within church facilities. Smoking is permitted outside of the church on church grounds.
2. Door and windows are to be closed and locked by the last individual or organization using the building. If several individuals or groups are using the building, the first group to leave should inform the other group of their departure.
3. Chairs, tables, materials in the rooms, etc., are to be left in the order they were found.
4. Groups scheduling activities in the building are to place the date and time of their activity on the Church Calendar in the Church Office. Arrangements must be made at least three weeks prior to the time proposed use. Arrangements by non-members must be made at least one month prior to the time of proposed use.
5. With the exception of communion wine, no alcoholic beverages may be served or consumed in the church sanctuary.
6. All lights are to be turned off by the group responsible for using the building or room.
7. No standing on chairs, pews, organ, or furniture. No climbing on or use of Preschool play apparatus without proper supervision.
8. Paper and refuse is to be picked up and deposited in a proper receptacle.
9. Organizations are responsible for the set up, take-down, and clean-up following their use of the multi-purpose meeting rooms and adjoining areas for meetings, social functions, etc. No janitorial service will normally be provided, although exceptions by advanced arrangements may be made.
10. No excess scrap of paper or other refuse should be thrown into drinking fountains, urinals, or wash bowls.
11. The posting of announcements on hall bulletin boards shall be in accordance with designated or assigned space usage unless otherwise approved by the Church Office.

Appendix G

Christ the Good Shepherd Wedding Policy

Wedding Service:

1. Please reserve the church as soon as possible. All dates must be cleared through the Pastor via the Church Office.
2. It is the responsibility of the bride and groom to schedule the church organist/keyboardsist if one is desired. The usual fee for the organist/keyboardsist is \$ 75-150. All music used should be approved by the Pastor, as with all the plans regarding the wedding service.
3. All flowers for the altar, wedding programs and other decorations used are the responsibility of the bride and groom.
4. Absolutely no rice, confetti, etc., is to be used on the church property.
5. Monetary consideration for the Pastor for members is between \$200-450 and for non-members will be agreed upon during planning phase of the wedding.

Wedding Receptions:

1. Only members of Christ the Good Shepherd will be permitted to hold wedding receptions at Christ the Good Shepherd. All exceptions must have the approval of Lay Leadership Board.
2. Everything used for the reception will be furnished by the bride and groom and will be their responsibility. (The church has tables and chairs which may be used on a rental basis.)
3. Any food used during the reception will have to brought in “pot-luck” style or catered, due to the small kitchen. All leftovers shall be removed after the reception, due to the small kitchen.
4. The church area (sanctuary) is definitely off limits during the reception, and absolutely NO food is allowed in this area. The only areas to be used are the kitchen area, multi-purpose room, and restrooms.
5. The use of the building should be limited to eating and fellowship. There can be NO use of alcoholic beverages and NO dancing.
6. Appropriate music will b allowed at the reception, but MUST have a prior approval of the Lay Leadership Board.
7. Receptions must be limited to xxx people if a “sit-down” dinner is planned, in order to comply with the existing fire regulations.
8. If the reception is held on a Saturday, the church must be vacated no later than 9:00 p.m. to allow for clean-up of the church for Sunday morning services.
9. Absolutely no rice, confetti, etc. is to be used on the property.
10. The building should be left as it was found. All take down of tables and chairs will be the responsibility of the bride and groom.

11. A fee of \$75-150 will be charged for use of the building for a reception to help cover the cost of utilities and janitorial services.

Appendix G

Christ the Good Shepherd Funeral Policy

1. Members are encouraged to have Funeral Services at Christ the Good Shepherd rather than at the Funeral Home. Funerals of non-members need the approval of the Pastor.
2. If "Order of Service" programs are desired, arrangements with the Church secretary should be made if typing or duplication is desired. If outside printing is required, the cost of this must be assumed by the family of the deceased.
3. If flowers on the Altar are desired, these will be the responsibility of the Family. Vases for the Altar flower arrangements are available at the church.
4. If music is desired, arrangements with the Church Organist or other qualified player should be made as soon as possible. The usual fee for the Organist is \$ xx.xx.
5. When a member of Christ the Good Shepherd dies, a luncheon after the funeral service will be hosted by the Ladies of Christ the Good Shepherd if this is desired.
 - a. All expenses for the luncheon will be the responsibility of the family except for the salads and desserts which will be donated.
 - b. Only xxx people can be accommodated with the tables available.
 - c. If more than 75 people are expected, arrangements must be made with the Nursery to accommodate the rest. We must know as soon as possible how many to plan for.
 - d. Clean-up for the luncheon will be handled by the hosting ladies whenever possible. If for any reason janitorial services are required, this cost must be assumed by the family.