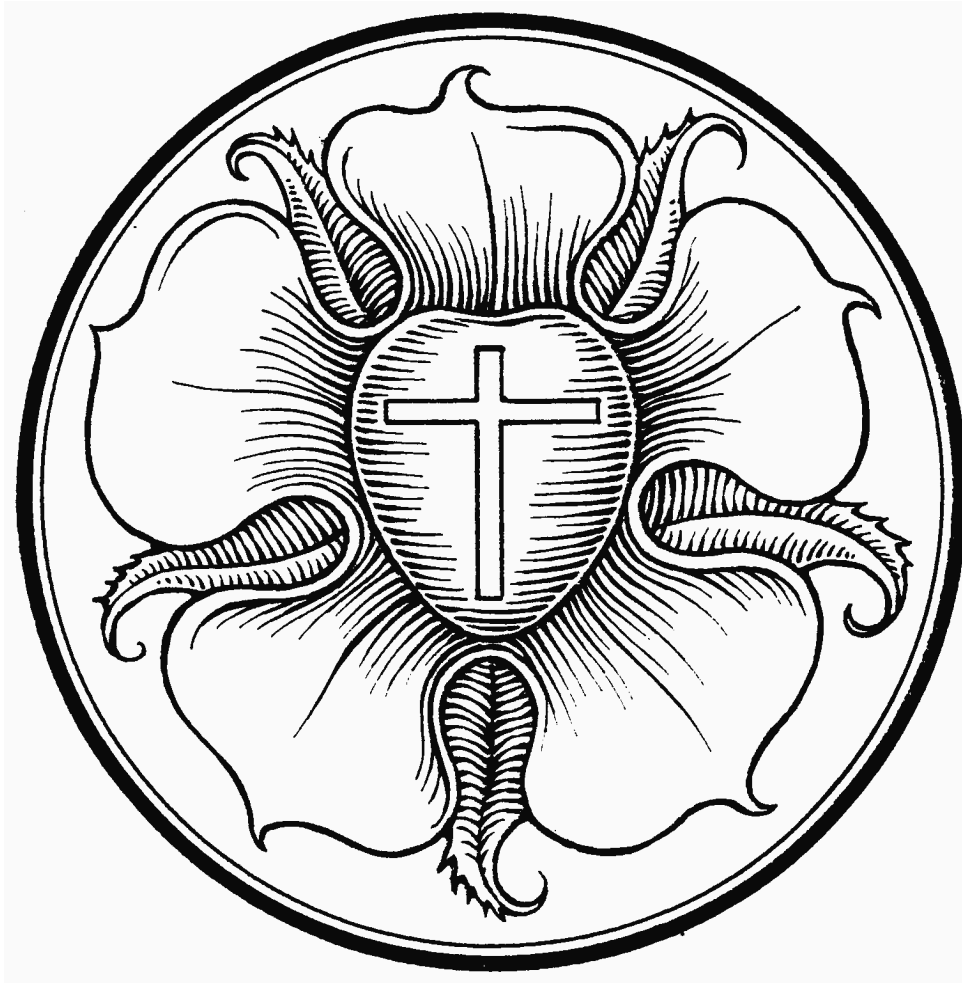


Calvary Evangelical Lutheran Church's (CELC's) Standard Operating Procedures Manual



CALVARY EVANGELICAL LUTHERAN CHURCH
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PREFACE

1. The Standard Operating Procedures Manual (SOPM) is a governing document of Calvary Evangelical Lutheran Church (CELC) adopted by the Voters Assembly, which shall always possess the ability to revise or amend the document.
2. Revisions to this document that are consistent with the Constitution and Bylaws can be made with approval by majority vote of voting members present and voting at a duly called and constituted meeting of the Voters Assembly. Proposed SOPM amendments will be made available to the Voters Assembly no later than one week before the meeting.

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INTERACTION WITH MINORS

All congregational officeholders and other entities (boards, committees, ministry groups, organizations, etc.) shall abide by congregational policies concerning minors.

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EXPECTATION OF OFFICEHOLDERS IN THE CONGREGATION

It is expected of all officeholders to show themselves by word and example to be faithful to Christ in service and Christian devotion. This includes regularly attending worship service, bible studies, and other congregational activities.

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MEETINGS OF THE VOTERS ASSEMBLY (cf. Bylaw 2)

Actions Prior to a Meeting of the Voters Assembly

1. The Pastor, President, Treasurer, Board Chairpersons, Ministry Group Coordinators, and Committee Chairpersons shall submit written reports on the events, activities, or discussion items undertaken by them. Written reports shall be submitted to the Secretary no later than ten (10) days prior to a meeting of the Voters Assembly.
2. Resolutions to be considered for action shall be submitted to the Secretary no later than ten (10) days prior to a meeting of the Voters Assembly.
3. In consultation with the Secretary, the President shall draft the agenda for a meeting of the Voters Assembly based on the reports and resolutions submitted.
4. The Secretary shall distribute copies of the agenda, reports, and resolutions to each voting member no later than seven (7) days prior to a called Voters Assembly meeting.

Meetings of the Voters Assembly (cf. Bylaw 2)(cont)

Actions During a Meeting of the Voters Assembly

Meetings of the Voters Assembly shall be governed by the following provisions of parliamentary procedures that utilize terminology from Robert's Rules of Order.

1. **One Item at a Time:** Only one motion or main question can be considered at any given time to avoid confusion, requiring a motion, a second, discussion as needed, and a vote.
2. **Recognition of the Chair:** Members must be recognized by the presiding officer (chair) before speaking.
3. **Equality of Members:** All voting members have equal rights, privileges, and obligations, including the right to vote, to be heard, and to oppose.
4. **Free, Fair and Orderly Debate:** Discussion must remain polite and germane to the topic. Members may speak twice on a motion, with the second speech allowed only after everyone has a chance to speak once.
5. **Majority Rule & Minority Rights:** Subject to the Constitution and Bylaws, which take precedence. A simple majority vote (>50%) decides issues, but the minority has the right to be heard.
6. **General:** The Assembly reserves the ultimate authority to enforce rules; any decision made by the Chair may be appealed to the floor and overturned by a majority vote.

Additional parliamentary rules may be adopted when the meeting agenda is approved.

1. Any additional proposed procedural guidelines or parliamentary rules will be published and distributed prior to a Voters Assembly meeting.
2. Any agenda or additional procedural guidelines or parliamentary rules will be submitted by the chair to the Voters Assembly for adoption. Adoption requires a simple majority (>50%). Upon adoption these govern the Voters Assembly for that meeting.

The Order of Business for regular meetings of the Voters Assembly

- (1) Call to Order
- (2) Opening Prayer
- (3) Adoption of Agenda
- (4) Reading of Minutes
- (5) Membership Items
- (6) Report of Pastor
- (7) Report of Treasurer
- (8) Report of Executive Board
- (9) Reports of Committees
- (10) Ministry Group or Organization Updates
- (11) Unfinished Business
- (12) New Business
- (13) Adjournment
- (14) Closing Prayer

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EXECUTIVE BOARD (cf. Bylaw 6.1)

Duties and Responsibilities

1. Serve under the authority of the Voters Assembly.
2. Make recommendations to the Voters Assembly which it deems necessary to execute the overall congregational programs.
3. Meet at least once per quarter and at other times to fulfill the requirements of the Constitution and Bylaws, as listed below:
 - a. January – Affirm members presented by the President to fulfill the various Ministry Coordinator’s positions.
 - b. February – Affirm members presented by the President to fulfill the Finance Committee.
 - c. April – Receive submitted findings on the full financial report of the previous year by the Finance Committee.
 - d. August – Affirm members presented by the President to fulfill the Nominating Committee.
 - e. October – Receive for consideration the annual budget prepared by the Finance Committee.
4. Publish summaries of its meetings to the voting members of the congregation.
5. Hold special meetings when necessary. Special meetings may be called by the President, the Pastor, or any two other members of the Executive Board by providing notice at least 48 hours prior to the meeting.
6. Affirm Finance Committee members presented by the President as set forth in the Bylaws.
7. Affirm appointment of and announce a Nominating Committee as set forth in the Bylaws.
8. Affirm appointment of an Investment Committee presented by the President consisting of four congregational members in good standing of CELC. Good standing means a Voting Member as defined in the Constitution Article III.
9. Ensure that the Finance Committee distributes the full financial report of the previous year to the Voters Assembly at its regular May meeting.
10. Review the proposed annual budget presented by the Finance Committee at the October meeting to be brought forth for adoption by the voting members of the Voters Assembly at its November meeting.
11. Promote the CELC mission and ministry through worship, fellowship, nurturing and serving.
12. Review and adopt policies and procedures to ensure they fulfill the congregation's mission.
13. Be accessible to the congregation for questions and guidance relating to the life of CELC.
14. In consultation with the Board of Trustees, provide guidance and support regarding CELC’s fixed and tangible property, financial goals, and resource allocation.

Executive Board (cf. Bylaw 6.1)(cont)

15. Create a Strategic Growth Roadmap (SGR) (3-5+ years) that aligns with CELC's vision and mission. This living document will identify areas for improvement, outline leadership development, focus on service, and ensure generational and ministry sustainability, as well as collaborate with the ministry groups to include their ministry goals for one concise document. This document will be reviewed annually in consultation with ministry groups to ensure accuracy and relevance.
16. Intervene regarding disagreements and provide additional resources and recommendations in the best interest of the congregation's well-being, aside from church discipline (cf. Constitution Article IX), and personal counseling.
17. Make recommendations to the Voters Assembly to retain a lawyer for legal affairs as deemed warranted.
18. Conduct an annual review of the memorial item list at its September meeting or as the need arises.
19. If any Executive Officer is entering the final year of tenure, the Executive Board shall identify potential successors.

Openness of Meetings

Congregational members who desire to present business at an Executive Board meeting as a guest need to speak with the President prior to the meeting.

Actions During a Meeting of the Executive Board

Basic parliamentary procedures shall be followed as noted under the Meeting of the Voters Assembly.

Agenda for regular meetings of the Executive Board

- (1) Call to order
- (2) Opening prayer
- (3) Adoption of Agenda
- (4) Reading of minutes
- (5) Report of the Pastor
- (6) Report of the President
- (7) Report of the Treasurer
- (8) Report of the Financial Secretary
- (9) Report of the Trustees
- (10) Unfinished Business
- (11) New Business
- (12) Announcements
- (13) Adjournment
- (14) Closing prayer

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PRESIDENT (cf. Bylaw 6.2)

Duties and Responsibilities

1. Conduct all meetings of the Voters Assembly and Executive Board according to an adopted agenda.
2. Prepare the agenda for all Voters Assembly meetings in consultation with the Pastor(s) and Executive Board.
3. Serve as an ex officio member of the Board of Trustees and all committees.
4. Sign all approved legal contracts and documents in the name of the congregation.
5. Appoint all committees, standing and special, subject to approval of the Executive Board.
6. See that all officerholders and committees carry out assigned duties.
7. Call, under his or her authority, for an executive session of the executive officers as deemed necessary.
8. Enforce CELC's Constitution and Bylaws and carry out the expressed will of the congregation as embodied in the resolutions and decisions of the Voters Assembly.
9. Perform such other duties as may be assigned by the Voters Assembly or the Executive Board.

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SECRETARY (cf. Bylaw 6.3)

Duties and Responsibilities

1. Keep accurate attendance records and minutes of all meetings, both regular and special, of the Voters Assembly and the Executive Board and distribute to the Executive Board such minutes no later than two (2) weeks after each meeting. All minutes must be permanently kept onsite (both electronically and hard copy).
2. Maintain all official correspondence authorized by the Voters Assembly and the Executive Board.
3. Maintain an accurate list of all voting members of the congregation, and establish the eligibility of voters at all meetings.
4. Keep an attendance record of meetings of the Voters Assembly and of the Executive Board.
5. Keep accurate records of all officeholders and their terms.
6. Execute all approved legal contracts, with the President, in the name of the congregation.
7. Maintain a master copy of the Constitution and Bylaws, recording all amendments thereto which shall be securely stored on site.

Secretary (cf. Bylaw 6.3)(cont)

8. Be the custodian of all valuable papers of the congregation which shall be securely stored on site.
9. Obtain, track and maintain current Child Protection Clearances (Act 153) of congregational members and ensure parents/guardians of minors have signed the Family Information & Photography Release Form.
10. Keep records of approved Constitution, Bylaws and Standard Operating Procedures Manual changes.
11. Perform such other duties as may be assigned by the President or Voters Assembly.

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TREASURER (cf. Bylaw 6.4)

Duties and Responsibilities

1. Be responsible for the timely payment of all bills, invoices, and charges for the congregation as authorized by the Voters Assembly or Executive Board.
2. Keep an accurate record and account of all monies received.
3. Open, manage and make purchases through online accounts as directed by the Executive Board, Ministry Coordinators or employees of the congregation within their respective budgets for goods used by the congregation.
4. Be empowered to borrow funds as directed by the Voters Assembly.
5. Monitor the cash position of the congregation and invest available funds as appropriate.
6. Work with an accounting firm to file all required federal, state and local tax forms.
7. Work with an accounting firm to pay all employees of the congregation.
8. Provide a monthly and annual written report of the congregation's fiscal business to the congregation.
9. List expenditures against appropriate budget items on monthly and yearly statements.
10. Assist in the preparation of the annual congregational budget in conjunction with the Finance Committee.
11. Present to the Finance Committee all financial records for annual review.
12. Order deposit slips upon notification from the Financial Secretary.
13. Perform such other duties as may be assigned by the President or Voters Assembly.

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FINANCIAL SECRETARY (cf. Bylaw 6.5)

Duties and Responsibilities

1. Submit a report at the Executive Board meetings that presents two-year data of worship attendance and income for the general, missions and building funds.
2. Oversee the counting and deposit of offerings given by the congregation.
 - a. Ensure that all monies received by the congregation are recorded, deposited in the bank repository(ies) as designated by the Voters Assembly in a timely, thorough, and confidential manner.
 - b. Enlist communicant members of the congregation (i.e. counters) to assist in the counting and deposit of weekly offerings.
 - i. Establish a schedule by providing at least two (2) counters (not related) each week to jointly count and record all congregational offerings.
 - ii. Deposit weekly offerings in the absence of the counters.
 - c. Meet periodically with the counters regarding counting and deposit processes and potential improvements.
 - d. Notify the Treasurer when deposit slips need to be ordered.
 - e. Provide supplies needed for counters to complete their work.
 - f. Secure in the Auxiliary Office offerings received from special services held during the week or otherwise to be counted the following Sunday.
3. Post weekly contributions to the church database, applying donations to specific funds (e.g. General Fund, Missions, Building Fund) and ensuring that contributions are recorded to the proper individual contributor's account.
4. Ensure that the total of individual giving records balances with the total receipts verified by the counters.
5. Work with the Treasurer to ensure that the individual records of contribution postings and deposit slips match.
6. Prepare quarterly statements in a year-to-date format of individual contributions for members of the congregation and non-members requesting envelopes.
7. Annually order the offering envelopes by the end of February and distribute them by the end of December, assigning envelope numbers to new members or prospective members when requested. All envelope numbers are assigned until Deacons confirm members are no longer active.
8. Manage and order subscriptions to *The Lutheran Witness* by the end of January and work with the Administrative Assistant to match subscriptions with payments received.
9. Submit a report to the Voters Assembly when requested.
10. Record and recognize any donation in the Memorial Book in accordance with the Memorial & Gift Policy.
11. Perform such other duties as may be assigned by the President or Voters Assembly.

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BOARD OF DEACONS (cf. Bylaw 7.1)

Membership

1. The Board of Deacons shall consist of the pastor and no fewer than 4 deacons with one additional member per 50 over 200 communicant members.
2. Deacons must be male, confirmed voting members of the congregation and twenty-five years of age or older who meet the requirements set forth in Scripture.^(1 Timothy 3:8-13)
3. The board shall elect its own chairman and secretary each January.

Duties and Responsibilities

1. Pray diligently for the pastor and other spiritual leaders of the congregation and its members. Each Board of Deacons meeting shall open and close with prayer.
2. Maintain proper Christian doctrine and practice of the congregation and consider the general attitudes and harmony of the congregation as a whole.
3. Determine, along with the pastor, the use of "Christian Discipline" as outlined in Article IX of the Constitution.
4. Encourage participation by members delinquent in worship attendance and communion.^(Hebrews 10:25)
5. Supervise and direct the services of the worship assistants, altar guild, greeters and ushers.
6. Support the spiritual, emotional, and physical health and welfare of the pastor and his family.
7. Render necessary service in public worship, including providing leadership in emergencies when pastor is absent.
8. Coordinate the provision of spiritual and material assistance to sick and needy members.^(James 2:15-16; James 5:14)
9. Review all requests for transfers to or from sister congregations and submit recommendations to the Pastor and Executive Board.
10. Assist the pastor with his counsel in difficult pastoral situations.
11. Affirm Ministry Coordinators presented by the Pastor for appointment.
12. Carry out a biennial review of the congregation's membership roster.
 - a. Reach out to lapsed members and encourage them to return to active participation or to confirm departure from the congregation.
 - b. Any individual who confirms their departure from the congregation and deceased members are to be removed from the congregation's membership roster; the Financial Secretary and Secretary shall be notified of all removed members.
13. Develop and submit next year's proposed budget to the Finance Committee by the end of August of the current year.

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BOARD OF TRUSTEES (cf. Bylaw 7.2)

Membership

1. The Board of Trustees shall consist of no fewer than 4 members with one additional member per 50 over 200 communicant members.
2. The Board of Trustees shall elect its own chairperson and secretary each January.

Duties and Responsibilities

1. Be responsible for the regular maintenance, protection, and improvement of all property of the congregation as provided in the annual budget.
2. Make emergency expenditures when necessary to repair or protect the property of the congregation, reporting such expenditures to the Executive Board and the Voters Assembly at their next regular meetings.
3. Enlist and oversee the services of all custodial and volunteer workers.
4. Ensure adequate insurance coverage for all church property and equipment, procuring a minimum of three bids for insurance and contractual services. Insurance contracts shall be negotiated by the Board of Trustees, approved by the Executive Board, and finalized with signatures with the President and Secretary.
5. Annually review and maintain an inventory list and pictures of all church property and equipment with approximate values for each item.
6. Maintain church property and equipment, procuring a minimum of three bids for necessary services. Service contracts shall be negotiated by the Board of Trustees, approved by the Executive Board, and finalized with signatures from the President and Secretary.
7. Develop policies and rules to govern the use of the buildings, facilities, equipment, and grounds, subject to congregational approval, by groups and organizations within the congregation and from the local community.
8. In collaboration with the Executive Board and Finance Committee, create a Strategic Roadmap (a “living document”) of CELC’s fixed and tangible property. It shall be designed to guide long-term (3-10+ years) future direction that aligns with CELC’s vision, mission, financial goals, and resource allocation.
9. Develop and submit next year's proposed budget to the Finance Committee by the end of August of the current year.

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CONGREGATIONAL OUTREACH MINISTRY GROUP (cf. Bylaw 8)

Objectives

1. Work with congregational members to share the good news of salvation in Jesus Christ with people locally and to the ends of the earth.
2. Maintain an ongoing assimilation process that encourages new members' inclusion in the congregation.

Membership

1. A Coordinator shall be appointed by the Pastor to a two-year term, subject to approval of the Board of Deacons.
2. The Coordinator shall enlist congregational members as needs require for membership to fulfill its purpose. Term length of members in this ministry will be biennial or to the end of the term they were appointed to fill.

Duties and Responsibilities

1. Plan, promote, and carry out congregational activities that reach out to the community and the world with the good news of forgiveness in Jesus Christ.
2. Encourage congregational involvement in personal witnessing to Christ.
3. Provide opportunities for congregational follow-up contacts to visitors at Divine Service and congregational activities.
4. Develop 3-5+ year ministry goals that support CELC's mission and vision, and submit them for inclusion in the congregation's SGR maintained by the Executive Board.
5. Develop and submit next year's proposed budget to the Finance Committee by the end of August of the current year.

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CHRISTIAN EDUCATION MINISTRY GROUP (cf. Bylaw 8)

Objectives

1. Cultivate the life of the congregation by instilling knowledge of Biblical literacy and catechizing them in the Word of God and Lutheran faith.
2. Provide ongoing support and enrichment for Sunday School Staff. (Colossians 3:23-24)

Membership

1. A Coordinator shall be appointed by the Pastor to a two-year term, subject to approval of the Board of Deacons.
2. The Coordinator shall enlist congregational members as needs require for membership to fulfill its purpose. Term length of members in this ministry will be biennial or to the end of the term they were appointed to fill.

Duties and Responsibilities

1. Oversee Christian education that nurtures congregational members to grow in their faith, enjoy fellowship, understand the meaning of service and stewardship, and to experience outreach and participate in worship. (Proverbs 22:6)
2. Develop 3-5+ year ministry goals that support CELC's mission and vision, and submit them for inclusion in the congregation's SGR maintained by the Executive Board.
3. Recruit, support and oversee Sunday School Teachers throughout the church year.
4. Develop and submit next year's proposed budget to the Finance Committee by the end of August of the current year.

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FELLOWSHIP MINISTRY GROUP (cf. Bylaw 8)

Objectives

1. Support and encourage congregational members to gather together as the Body of Christ.
2. Celebrate together the blessing of new life and eternal salvation that the Triune God - Father, Son, and Holy Spirit - has won for them.

Membership

1. A Coordinator shall be appointed by the Pastor to a two-year term, subject to approval of the Board of Deacons.
2. The Coordinator shall enlist congregational members as needs require for membership to fulfill its purpose. Term length of members in this ministry will be biennial or to the end of the term they were appointed to fill.

Duties and Responsibilities

1. Promote congregational gatherings outside of worship to encourage love and support towards one another, building up the body of Christ. (Ephesians 4:1-20)
2. Develop 3-5+ year ministry goals that support CELC's mission and vision, and submit them for inclusion in the congregation's SGR maintained by the Executive Board.
3. Develop and submit next year's proposed budget to the Finance Committee by the end of August of the current year.

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STEWARDSHIP MINISTRY GROUP (cf. Bylaw 8)

Objective

Cultivate and encourage all congregational members to express their commitment to the Lord by using their opportunities, abilities, and wealth (i.e. time, talents, and treasures) in what God has providentially given to them for His purposes. ^(1 Corinthians 3:6-9)

Membership

1. A Coordinator shall be appointed by the Pastor to a two-year term, subject to approval of the Board of Deacons.
2. The Coordinator shall enlist congregational members as needs require for membership to fulfill its purpose. Term length of members in this ministry will be biennial or to the end of the term they were appointed to fill.

Duties and Responsibilities

1. Develop year-round efforts to improve the understanding of Biblical Stewardship.
2. Encourage individuals to be faithful in their use of their wealth as members of this congregation and throughout God's world in response to Christ's abundant giving. ^(Matthew 6:33, Proverbs 11:25, 2 Corinthians 9:7-12, Rom 1:12, 1 Thess 5:11, Heb 3:12-13, 10:24)
3. Encourage believers to seek a place of service within the congregation, with support and affirmation of the body. ^(Romans 12:4-8)
4. Encourage all believers to grasp opportunities in life to recognize and use their gifts, passions, and abilities to build up His Kingdom and seek those things of eternal significance. ^(Ephesians 4:11-13; Matthew 25:14; 1 Peter 4:10)
5. Develop 3-5+ year ministry goals that support CELC's mission and vision, and submit them for inclusion in the congregation's SGR maintained by the Executive Board.
6. Discover the talents of members and enlist them in congregational programs.
7. Develop and submit next year's proposed budget to the Finance Committee by the end of August of the current year.

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YOUNG DISCIPLESHIP MINISTRY GROUP (cf. Bylaw 8)

Objectives

1. Bring the congregation's youth (non-adults) with the assistance of their families into discipleship and fellowship with each other.
2. Growing the faith of the congregation's youth in Jesus Christ and His atoning work and sharing the Gospel with others.

Membership

1. A Coordinator shall be appointed by the Pastor to a two-year term, subject to approval of the Board of Deacons.
2. The coordinator shall enlist congregational members as needs require for membership to fulfill its purpose. Term length of members in this ministry will be biennial or to the end of the term they were appointed to fill.

Duties and Responsibilities

1. Plan and implement programs directed toward nurturing young disciples to mature Christian living.
2. Emphasize the importance of young disciples in the life of the congregation.
3. Promote appropriate involvement of the congregation's young disciples in congregation worship, witness, service, recreation, and fellowship activities.
4. Provide for the continuing spiritual growth of the young disciples in the congregation through Bible study, prayer, and Christian service.
5. Provide opportunities for the involvement of young disciples as servants in the community through civic, school, cultural, humanitarian, recreational, and social groups.
6. Seek out opportunities for young disciples in the congregation to attend events sponsored by the Synod, District, and other LCMS congregations or organizations.
7. Develop 3-5+ year ministry goals that support CELC's mission and vision, and submit them for inclusion in the congregation's SGR maintained by the Executive Board.
8. Develop and submit next year's proposed budget to the Finance Committee by the end of August of the current year.

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FINANCE COMMITTEE (cf. Bylaw 9)

Objectives

1. Oversee the financial activities of the congregation.
2. Prepare and manage budgets.
3. Advise on investments other than the holdings of Calvary Evangelical Lutheran Church Endowment Fund.
4. Ensure responsible stewardship of financial resources and provide financial reports.

Membership

1. Three members are appointed in February by the President subject to the approval of the Executive Board.
2. Service on the Finance Committee shall run from March 1 of the current year to the end of February of the following year.
3. Initially three members are appointed with staggering terms; member A (1-year term), member B (2-year term), member C (3-year term). When the member's term expires, a new member is appointed for a 3-year term. The cycle repeats, ensuring only one member changes annually. At any given time, two members have at least one or two years of experience, ensuring stability. The President shall recommend the chairperson each March.

Duties and Responsibilities

1. Develop, implement, and review proper accounting policies and procedures and internal controls to ensure that the assets of the congregation are properly maintained and expenditures are properly approved and recorded.
2. In conjunction with the Treasurer, regularly evaluate that receipts and expenditures are properly recorded in relation to the annual budget. Make recommendations to the Executive Board if corrective action of any sort is deemed necessary.
3. Perform an internal review of the financial records to include all expenditures, deposits of the congregation, investments and Calvary Evangelical Lutheran Church Endowment Fund from the previous year. A full report shall be provided to the Executive Board at its April meeting for distribution to the Voters Assembly at its regular May meeting.
4. Prepare the annual budget for the congregation consulting with the chairpersons of all boards and all ministry coordinators and with the Treasurer as required. The budget shall be prepared for review by the Executive Board at its regular October meeting and then presented to the Voters Assembly at the November meeting.
5. In consultation with the Treasurer, approve decisions on investment of funds in the treasury of the congregation other than the holdings of Calvary Evangelical Lutheran Church Endowment Fund.
6. Monitor the mortgage debt of the congregation, making recommendations for advance payments on the principal as appropriate.

Finance Committee (cf. Bylaw 9)(cont)

7. In consultation with the Board of Trustees, provide guidance and support regarding CELC's fixed and tangible property, financial goals, and resource allocation.
8. In fulfillment of its fiduciary responsibility to ensure transparency and proper checks and balances, the Finance Committee may initiate a review to verify all financial records and documentation and operational procedures as deemed necessary. If needed, these interim examinations complement the mandatory annual review. Furthermore, the committee may recommend to the Executive Board and to the Voters Assembly that an external organization should be engaged to assist in resolving any major discrepancies identified.
9. Perform such other duties relating to the financial matters as may be assigned by the Executive Board.

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NOMINATING COMMITTEE (cf. Bylaw 9)

Objective

To identify nominees for the open elected positions within the church's leadership.

Membership

1. The Nominating Committee shall consist of no fewer than three members appointed by the President subject to the approval of the Executive Board in August.
2. Service on the Nominating Committee shall run from the beginning of September through the end of December of the same calendar year.

Duties and Responsibilities

1. Announce the election date and positions to be elected in Calvary Comment and/or Sunday bulletins. Descriptions of duties and requirements for the positions up for election shall be made available.
2. Recruit nominees and develop a slate of candidates who meet the following criteria:
 - a. Voting member for at least one year.
 - b. Has preferably served in one non-elected activity.
3. Provide a receptacle in which names for nominees should be placed. Congregational members interested in a position up for election should contact a member of the Nominating Committee. Names will be accepted up to the middle of October (date to be determined by the Nominating Committee according to which Sunday falls closest to the middle of the month).
4. Consult with the Pastor, President, Board of Deacons, current office holders and board members for advice of possible candidates for nomination (in addition to nominations from the general congregation).

Nominating Committee (cf. Bylaw 9)(cont)

5. Interview each candidate to determine willingness and consent to be recommended.
6. Provide for review the list of potential nominees to the Pastor.
7. Prepare a written ballot.
8. Recruit and assemble at least two people to count ballots at the election.
9. Dispose of the ballots after the election.

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OTHER ORGANIZATIONS WITHIN THE CONGREGATION (cf. Bylaw 10)

The current list of organizations within the congregation (cf Bylaw 10.1) is as follows:

1. Altar Guild
2. Health and Safety Committee
3. LWML/Ladies Aid Society
4. Operation Barnabas Chapter

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ENDOWMENT FUND (cf. Bylaw 11)

11.1 General Purpose

- a. The purpose of Calvary Evangelical Lutheran Church Endowment Fund (hereinafter referred to as 'The Fund') is to provide CELC with a unique opportunity to participate in a perpetual fund. This fund shall assist CELC in developing new ministries; supporting current missions and ministries, revitalization efforts, and seminary students; and providing financial assistance for other approved mission endeavors.
- b. Gifts and bequests may be made upon special terms or conditions or contain limitations or directions as to the investment or the use of accumulation of the income, provided that such are acceptable to CELC.
- c. Any future income from unrestricted gifts and bequests to The Fund may be used for missions or ministries supported or sponsored by CELC. The missions or ministries shall be consistent with the general reason for which The Fund has been established.

Endowment Fund (cf. Bylaw 11)(cont)

11.2 Investment Committee and Duties

a. Membership

Members of the Investment Committee defined below are appointed by the President, subject to approval of the Executive Board or voting members of the Voters Assembly. The congregational President shall be an ex officio member.

1. The Fund Chairperson shall preside at all meetings of the Investment Committee.
2. The Financial Secretary shall work with the congregational Treasurer to maintain complete and accurate books of accounts in The Fund.
3. The Secretary shall maintain complete, accurate and permanent minutes of all Investment Committee meetings and all meetings affiliated with The Fund and shall distribute such minutes no later than two (2) weeks after each meeting to the Investment Committee.
4. The Fund Public Relations Coordinator position will require the ability, knowledge, and experience to develop and coordinate all needed materials to promote and translate the significance of The Fund.

b. Terms

1. The appointed Investment Committee members shall serve staggered two-year terms so that only two will complete a term each year.
2. The appointed Investment Committee members can serve two consecutive terms after a 12-month absence from the Investment Committee. He or she is eligible for re-appointment.
3. If an appointed Investment Committee member is unable to complete a term, the President shall appoint a replacement to complete the term with Executive Board approval.
4. Initially The Fund Chairperson will serve a term of three years. The Fund Public Relations Coordinator will serve a term of two years.

c. Accountability

1. The Investment Committee shall be directly accountable to the members of the Voters Assembly.

d. The Investment Committee shall promote and manage The Fund. The treasurer of the congregation shall be responsible for receipts by and disbursements from The Fund, shall maintain complete and accurate books of account and shall provide, at least annually, a written report of The Fund to the Voters Assembly ending the fiscal year (whether terminating December 31 or otherwise).

e. The Investment Committee shall meet quarterly (January, April, July and October) prior to regularly scheduled Voters Assembly meetings or as frequently as it may be deemed necessary in the best interests of The Fund. Special meetings may be called on 48 hours written or oral notice to the members of the Investment Committee by the Fund Chairperson or by any two members of the Investment Committee. A majority of Investment Committee members present at a validly called meeting shall constitute a quorum.

Endowment Fund (cf. Bylaw 11)(cont)

(Continued from point 11.2.b)

- f. The Investment Committee shall at least annually:
 - 1. render a full and complete account of the administration of The Fund during the preceding fiscal year and present to the Finance Committee all accounts for annual review.
 - 2. make its recommendation to the Voters Assembly regarding distribution of the income of The Fund by requesting an action item on a Voters Assembly agenda.
- g. The Investment Committee shall establish such written rules and regulations as may be necessary for the conduct of its business. It shall adopt standards and goals to guide in the expenditure of the income from The Fund, which it may amend within the stated purpose of The Fund and with approval of the Voters Assembly.
- h. All funds and properties shall be kept and maintained separately, distinct and independent from The Fund's properties otherwise belonging to the church. However, the Investment Committee shall in no event be required to make physical segregation of the assets of The Fund in order to conform to the directions of any individual donors, but may establish separate accounts in its accounting records.
- i. The Investment Committee shall maintain accounts with such financial institutions as it, by resolution, may determine and authorize. All checks and other documents transferring or expending any funds or assets in The Fund shall be executed by the treasurer and the president of the Executive Board and reported to the Executive Board at their next meeting.
- j. The Financial Secretary will acknowledge and receipts gifts in a manner that will permit the donor to claim a federal income, gift, and estate tax charitable deduction.
- k. Donations: There is no minimum amount of subsequent contributions to an existing designated corpus. For a new designated corpus, an initial contribution must be at least five thousand dollars (\$5,000.00).
- l. After The Fund reaches \$150,000 or greater, the Investment Committee, if it deems it to be in the best interest of the congregation, may recommend to the Executive Board that the assets of The Fund be delivered to an Investment Manager for investing. Any agreement entered into for the management of The Fund shall be valid only if approved by a two-thirds majority of the voting members present at a duly called and constituted meeting of the Voters Assembly.
- m. The Investment Committee shall inform members of the congregation of the purpose of The Fund and may recommend members of the congregation meet with professional counselors (at member's expense) in the area of charitable giving, wills, bequests, insurance, etc.
- n. No member of the Investment Committee shall engage in any self-dealing or transactions with The Fund in which the member of the Investment Committee or Executive Board has direct or indirect financial interest and shall at all times refrain from any conduct in which his or her personal interests would conflict with the interest of The Fund.
- o. The Investment Committee may ask other members of the congregation to serve as advisory members, subject to approval of the Executive Board or voting members of the Voters Assembly.

Endowment Fund (cf. Bylaw 11)(cont)

11.3 Duration

- a. The Fund shall continue in existence and be used as herein above provided, unless earlier resolved, so long as CELC shall continue to exist. If CELC should cease to exist, the assets constituting The Fund when CELC ceases to exist shall become the property of a successor of a lutheran church being a member of The Lutheran Church—Missouri Synod or, if no successor of a lutheran church being a member of The Lutheran Church—Missouri Synod, then it shall become the property of the Synodical district in which the congregation holds membership. Any and all properties held by The Fund upon special conditions, restrictions or limitations shall continue to be subject to the conditions, restrictions or limitations upon which properties are held. If CELC should cease to exist, it has the right and duty to determine the existence of a successor of a Lutheran Church being a member of The Lutheran Church—Missouri Synod and must qualify as an exempt organization under the Internal Revenue Code, and CELC shall execute the necessary documents to effect such transfer.

11.4 Specific Types of Gifts

No gift of any type will be accepted if it presents a legal liability or debt to the Congregation.

- a. Cash
 1. CELC will accept gifts of cash (US currency only) to establish The Fund accounts inter vivos or testamentary. Checks shall be made payable to Calvary Evangelical Lutheran Church with “Endowment Fund” written on the memo line of the check.
- b. Evidence Of Ownership
 1. All deeds, leases, title papers, contracts, insurance policies, securities, trusts and evidence of ownership of property of CELC and other valuable papers related to The Fund shall be kept under safe keeping or custodial arrangement as the Investment Committee shall, from time to time, select and designate.
- c. Bequests
 1. Donors may make bequests to CELC under their wills and trusts.
 2. A bequest will not be recorded as a gift until the gift is irrevocable. When the gift is irrevocable, but is not due until a future date, the gift will be recorded in accordance with all applicable federal and state laws.
- d. Real Estate
 1. Real estate donations shall be researched completely and thoroughly by the Investment Committee before its granting approval of acceptance. These, and other property gifts, may be kept, sold or disposed of by the action of the Investment Committee and be used to grow the balance of The Fund.

Endowment Fund (cf. Bylaw 11)(cont)

11.5 Fiscal Year

- a. For tax, accounting, distribution, or other purposes, the fiscal year (whether terminating December 31 or otherwise) of CELC shall be the fiscal year of The Fund.
- b. Within two months after the close of The Fund's fiscal year, an itemized, written statement should be prepared. It must accurately reflect the position of The Fund's income and corpus accounts as of a date reasonably close to the date the statement should be submitted, and should indicate the receipts, disbursements and changes therein since The Fund's inception or the previous accounting. The statement should then be submitted to the Voters Assembly for consideration.

11.6 Distributions from The Fund

- a. None of the income or principal from The Fund shall be distributed to the congregation's general budget or used for debt reduction.
- b. The principal is for continued growth of The Fund.
- c. The Investment Committee shall, at their discretion, make recommendations to the Voters Assembly for distribution of income from The Fund. Proposed income distribution shall require a two-thirds written ballot vote of the Voting Members present at a duly called Regular or Special Voters Assembly Meeting.
- d. Distribution of The Fund's principal, in the event that extraordinary circumstances require it, a two-thirds majority of the Voting Members present at a duly called Regular or Special Voters Assembly Meeting, by written ballot, shall approve the distribution of The Fund's principal.

11.7 Powers

The manager of The Fund, whether The Fund is managed and administered by the Investment Committee, or The Fund is delivered to an Investment Manager for management and administration, shall have the following powers and authority:

- a. The property constituting the corpus of The Fund shall be invested and reinvested in any kind of property (whether real or personal, tangible or intangible and domestic), including, but not limited to, securities, real estate, oil, gas and other natural resources and/or accounts or certificates of banks or other lending institutions, and each investment shall be managed and protected in accordance with the principles herein established. In exercising the authority granted in this section, the decisions with respect to investment shall be guided by the concept of a prudent investor whose investment purpose includes both income and capital appreciation and shall not otherwise be restricted by any law, rule or custom (1) requiring safety of corpus as a primary consideration, (2) regarding investment in income producing property, or (3) requiring diversification of investments. It is further understood that any part or all of The Fund may be invested in obligations of the Lutheran Church Extension Fund-Missouri Synod St. Louis, MO (or the district's Extension Fund) in amplification: but not limitation, of the foregoing, authority is granted:
 1. To acquire interests in property by purchase, lease, rent, or other method; to sell, option, exchange, redeem or convert any property interests.

Endowment Fund (cf. Bylaw 11)(cont)

(Continued from point 11.7.a)

2. To exercise all rights and privileges accruing to a holder of securities, including all voting, conversion, subscription and pre-emptive rights; to deposit any securities with, delegate discretionary power to, and participate, cooperate and contract with, as a member or otherwise, any protective committee of security holders; and to effectuate any merger, consolidation, dissolution, reorganization or financial adjustment of the issue of any securities, and/or transfer, demise or encumbrance of any of its properties.
3. To abandon any property interest deemed worthless or of insignificant value
4. To borrow money from any source, to encumber property of The Fund and to repay any loan due by The Fund provided that the indebtedness does not incur 'acquisition indebtedness'.
5. To foreclose any mortgage, lien, or other encumbrance, and to purchase encumbered property, whether through foreclosure or private arrangement
6. To establish and maintain, out of income, depreciation, depletion and/or amortization reserves
7. To maintain a portion of all of the property constituting The Fund in liquid or nearly liquid form, even though little or no income is earned thereon
8. To use income or corpus fund (irrespective of their derivation) for any purpose of The Fund and with respect to any property of The Fund (irrespective of the income, if any, it produces) even if such funds are derived from the sale of or income from other property of The Fund or from a loan (from income or an outside source) using such other property as security.
- b. Without limiting the authority otherwise conferred, upon whom the following additional authority is hereby granted to be exercised as is believed to be in the best interest of The Fund:
 1. To accept and receipt for any inter vivos, testamentary or other transfer of property of The Fund
 2. To hold property, and to negotiate and execute documents on behalf of The Fund, in the name of The Fund or in the name of a nominee(s) without disclosing any fiduciary relationship to anyone
 3. To allocate between income and corpus (in cases where reasonable doubt of the applicable law exists) in equitable proportions, any money or other property received, and any loss or expenditure incurred
 4. To vote, or refrain from voting, securities having voting privileges, and to give any type of proxy (with or without voting directions) to vote the same
 5. To make division and distribution of property held in The Fund (whenever directed to do so) either in kind or in cash, and partly in kind and partly in cash and for such purpose to set values upon any property of The Fund.
 6. To protect The Fund and its property by insurance against damage, loss or liability
 7. To establish checking account(s) in which may be deposited income and/or corpus cash
 8. To employ, at the expense of The Fund, attorneys, investment counsel, brokers, custodians, or assets, and other agents and employees engaged in management of The Fund.

Endowment Fund (cf. Bylaw 11)(cont)

11.8 Amendment and Review of The Fund

- a. Any amendment to The Fund's operating procedure, which would change, alter, or amend the purpose for which The Fund is established, may only be adopted by a two-thirds written ballot vote of the Voting Members present at a duly called Regular or Special Voters Assembly Meeting for the purpose of amending this resolution.
- b. In order to ensure continued relevance and accuracy, The Fund will be reviewed at a minimum every five years by a committee of the Investment Committee and at least four voting members appointed by the Executive Board.

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