



---

TRINITY EVANGELICAL LUTHERAN CHURCH AND SCHOOL

---

ORLANDO, FLORIDA

**By Laws**

**of**

**Trinity Evangelical Lutheran Church**

**Mission:** Our mission is to proclaim the Gospel of Jesus Christ through ministries which strengthen and equip people for Christian witness and service in downtown, metropolitan Orlando, and the world.

**Vision:** We are a family recreated in Christ living authentic lives of purpose, teaching and learning, loving all our neighbors, expanding the Kingdom of God.

The daily responsibilities of implementing the congregation's *Statement of Vision and Mission* will rest with Trinity's Congregation, the Senior Pastor, Pastoral Staff (ordained and commissioned staff, contract staff and volunteer staff), and paid and unpaid support employees.

Trinity will follow the direction of the Great Commission and the President of the Congregation and the Senior Pastor will be responsible for reaffirming annually its Statement of Vision and Mission at the first Leadership Council and Executive Committee meetings of each fiscal year.

## **Section #1: Membership**

- A.** All members of Trinity Lutheran Church must meet all qualifications delineated in Paragraph 3 of the Constitution.
- B.** Members will be received:
  - 1. By Baptism:** All those who have received Christian baptism and are under spiritual care of the congregation shall be included as baptized members. The transfer of a child must be requested by a parent or guardian of the child.
  - 2. By Profession of Faith and Confirmation:** All those who are baptized in the Christian faith and instructed in Lutheran doctrine shall be received as confirmed members in a public worship service.
  - 3. By Transfer:** All those who desire to transfer their membership from a congregation in confessional fellowship with this congregation shall present a letter of transfer to the Senior Pastor and the Senior Elder and shall be received in a public worship service upon their acceptance.
  - 4. By Reaffirmation of Faith:** All those whose membership was terminated in a congregation in confessional fellowship with this congregation, may again become members by expressing their desire to the Senior Pastor and the Senior Elder and by reaffirming their faith in worship.

C. It shall be the duty of each confirmed member to:

1. Attend worship services regularly (if physically able)
2. Live a life that conforms to baptismal vows
3. Partake of the Lord's Supper at least once a year together with the congregation (if physically able)
4. Participate in the whole life of the church
5. Support the church through a tithe
6. Share stewardship of time and talent to support the church
7. Assure that children receive the values of Christian education
8. Support and nurture other members of the congregation

D. Each confirmed member will receive the **privileges** of:

1. Receiving Holy Communion
2. Participating in the leadership and ministries of the church body
3. Voting in meetings of the Voters' Assembly
4. Accessing by priority the Child Development Center and Parochial School on Trinity campus
5. Receiving a Christian marriage
6. Baptizing family members
7. Receiving a Christian burial

E. **Membership Termination.** Termination may occur in different ways, and the Pastor shall report all terminations to the congregation:

1. **Transfer:** A member, upon request, shall be granted a transfer to another Lutheran church which is in fellowship with this congregation.
2. **Joining Other Churches:** In cases where a member has joined a congregation other than those in fellowship with this congregation, he/she shall be considered to have terminated membership at Trinity and shall be given a peaceful release.
3. **Location Unknown:** The name of a member whose location is unknown and cannot be established after a reasonable effort, will be removed from the membership roll.
4. **Self-Exclusion:** A member who requests exclusion from membership shall be given a peaceful release.
5. **Member Non-Performance:** The name of a member who has excluded him/herself from the congregation for a period of one year (by not performing the duties of members delineated in Section #1:C) may be removed from the membership roll by the Elders and Senior Pastor.

**F. Christian Discipline and Expulsion:** A member who persists in living as a manifest and impenitent sinner shall be dealt with by Pastoral Staff and Elders according to Paragraph #16 of the Constitution.

**G. Voting Membership.** Only confirmed members 18 years of age or older and in good standing shall be recognized as Voting Members.

**H. Member Status.**

1. Persons whose membership has been terminated have forfeited all rights as members so long as they are not reinstated.
2. The Senior Pastor, through the Pastoral Staff and with the assistance of a membership secretary, will maintain accurate and accessible records of the Trinity Congregation's membership rolls, reflecting all status changes within three months of the change. A summary of this information will be included in the Pastor's *State of the Parish* reports at all Voters' Assembly, Leadership Council and Executive Committee meetings.

## **Section #2: Ministry Teams**

**A. Ministry Teams Purpose.** In order to fulfill the Great Commission through Trinity's Vision and Mission Statements, Ministry Teams will be formed to establish a church community. The Senior Pastor will influence the development of the ministry teams. He will be supported directly by the Pastoral Staff (ordained and commissioned staff, contract staff and volunteer staff). The Senior Pastor, in conjunction with the Pastoral Staff, will organize the ministry teams, supervise their programs and congregational accountability will be provided through the Leadership Council.

The Ministry Teams will consist of member volunteers with special gifts in specific areas of need. The Ministry Teams will be dedicated to proclaiming the Gospel of Jesus Christ. The Ministry Teams will, at a minimum, include the following:

1. Stewardship
2. Evangelism
3. Fellowship
4. Youth
5. Property
6. Human Care

**B. Ministry Teams Implementation.** Ministry teams may be made up of (but not limited to) members with special skills (e.g. communications), special service interests (e.g. human care) or common geography (e.g. world missions). Guidance for each team will be provided by specific *Ministry Team Guidelines and Position Descriptions*, which will be published in the *Ministry Team Manual* as an Informational Supplement to the By Laws.

**C. Elder Ministry Team.** There will always be a sitting Elder Ministry Team, led by a Senior Elder, meeting at the call of the Senior Elder or Senior Pastor at least six (6) times a year. It will consist of not fewer than six (and preferably, at least 12) Elders, plus the Senior Elder.

**1. Elder Selection.** Each Elder will be selected by the congregation to serve in this capacity through the following four steps:

- a. Identification. Any member, including officers and staff members, may recommend any qualified member for consideration at any time by written note to the Pastor or the President.
- b. Spiritual Qualification. Pastor will conduct an evaluation of the candidates' spiritual leadership qualities and, if recommended, so advise the President and the Senior Elder.
- c. Congregation Nomination. The President will forward the candidate's name to the Nominating Committee (either Annual Election Committee process or Leadership Council for interim action) to be considered for nomination.
- d. Nomination. If the Nominating Committee nominates the candidate to the Voters' Assembly for consideration (either Annual Election Committee process or Leadership Council for interim action), such name will be posted at least one week prior to a vote of the Voters' Assembly. A majority vote is required to elect the candidate to the Elders Ministry Team.

**2. Elder Terms.** All Elders will be elected to complete two-year terms. Additional or replacement Elders will have terms that end June 30. They may be elected up to three times in succession. Senior Elder may only serve for two consecutive two-year terms.

**3. Elder Responsibilities.**

- a. Christian nurture to the members
- b. Worship schedule and content
- c. Worship assistance (Holy Communion, Ushers, Etc.)
- d. Spiritual care and support of the Pastoral Staff
- e. Maintenance of the congregational roll
- f. Maintain discipline within the congregation in accordance with Scripture
- g. Maintain open communication between Elders and Leadership Council
- h. Spiritual leadership in all activities of the congregation

**4. Annual Review.** The Elders will provide an honest, detailed annual (at a minimum) evaluation of Spiritual (not Operational) Leadership Performance of the Senior Pastor to the Leadership Council for final performance review and salary considerations. The Elder Ministry Team will advise the Leadership Council of the results of these reviews at the next scheduled Leadership Council meeting following the annual review.

### Section #3: Christian Education

- A. Parish Education.** Every member is expected to participate in both corporate and personal study of the Divine Word and will be accountable to the congregation in this regard. The Senior Pastor will assure that planned Bible Studies and other Christian Education programs are available and they are effective in generating congregation participation.
- B. Trinity Lutheran School Board.** Trinity Lutheran School will provide high-quality Christian education to children (infants through 8<sup>th</sup> grade). The Church will be responsible for guidance and support to keep the school healthy as both a source of Christian education for members, who will have priority access to it, and as a means to reach out and share its benefits with others.

The Trinity Lutheran School Board will provide policy oversight for two educational units, K-8 and the Child Development Center (CDC), including providing annual Policy and Personnel Manual review with oversight from Leadership Council and the Ministry Staff. In addition, the School Board will ensure the development of market-based tuition analysis and, in conjunction with the Executive Director of K-8 and Executive Director of CDC and the Financial Officer, establish rates and fees for the school year and see that they are properly reflected in the annual budget process. School Board authority will be limited to policy and procedural matters and accountability will be to the Leadership Council through the President of the School Board.

- 1. School Board President.** The President of the School Board is an elected officer of the congregation and holds a seat on the Leadership Council and the Executive Committee. The primary purpose for this dual organizational role is to assure timely liaison with two of the church's largest Christian Operating Centers (COC). The School Board will meet at the call of the President, but not less than four times a year.
- 2. School Board Members.** The School Board will be comprised of no less than 7 and no more than 9 members (plus 1 non-voting staff secretary). The School Board will be made up of the following:
  - a.** *President of the School Board* (Chair—elected biennially in odd years)
  - b.** *Trinity Lutheran Executive Director of K-8* (non-voting)
  - c.** *Trinity Lutheran Executive Director of CDC* (non-voting)
  - d.** *Up to Three Board Members, At Least Two of Whom Must Be Trinity Members* (2 Trinity Members, 1 Trinity Affiliate —appointed biennially in odd years)
  - e.** *Up to Three Board Members, At Least Two of Whom Must Be Trinity Members* (Trinity Members—appointed biennially in even years)
  - f.** *The paid School Secretary* (Employee, non-voting) will take and publish minutes with two weeks of each meeting

3. **School Board Appointments.** A Selection Committee of the School Board President, the Executive Director of K-8, the Executive Director of CDC and the Senior Pastor (or his Pastoral Staff designate) will appoint specified members (See Section #3: B.2.) of the new School Board annually by June 30. Their terms begin immediately. In like manner, occurring vacancies will be filled.

**C. Trinity Lutheran Executive Director of K-8.** Trinity Lutheran K-8 Program will be led by an Executive Director-- preferably a called Lutheran-trained educator and certainly a devoted Christian-- who will be accountable to the Voters' Assembly through the School Board and the Leadership Council for all aspects of Trinity K-8 performance as enumerated in the current *Position Guide for Executive Director of K-8* (By Laws attachment). The Executive Director of K-8 will be a full non-voting member of the School Board (By Laws Section #3: B.2.). Trinity K-8 will be a Christian Operating Center for administrative purposes (By Laws Section #7:A.).

**D. Trinity Lutheran Executive Director of Child Development Center.** The CDC will be led by a state-credentialed Executive Director-- preferably a called Lutheran-trained educator and certainly a devoted Christian--who will be accountable to the Voters' Assembly through the School Board and the Leadership Council for all aspects of Trinity CDC performance as enumerated in the current *Position Guide for Executive Director of CDC* (By Laws attachment). The Executive Director of CDC will be a full non-voting member of the School Board (By Laws Section #3: B.2.). The CDC will be a Christian Operating Center for administrative purposes (By Laws Section #5:A.).

**Section #4: Governance.** All levels of Trinity Lutheran Church and School will have specific accountability standards.

**A. Leadership Emphasis.** Stewardship of the Lord's gifts of leadership skills will guide governance and leadership in the following ways:

1. The Senior Pastor will focus his leadership primarily on matters that affect the *public ministry and spiritual* health and growth of the congregation and its outreach ministry.
2. The General Manager-Operations will focus his/her leadership skills on matters of business management (accounting, human resources, facilities and related services).
3. The Leadership Council will focus its leadership primarily on establishing and enforcing *governance policy* and procedures.
4. The Executive Committee will focus primarily on *balancing* spiritual, operational and *governance* matters on behalf of the congregation.
5. The Operating Center Administrators (Executive Director of K-8 and CDC) will focus their leadership primarily on the welfare and education of the staff and students of Trinity Lutheran School.

**B. Accountability Process.** The limitations of authority for the core positions listed above in Section #4: A., with an emphasis on our mission, boundary, and accountability principles, are delineated in attachments to the By Laws.

**C. Voters' Assembly.** The Constitution delineates authority and its delegation for all doctrinal and business matters, and these By Laws may do nothing to abridge that authority. Elected Officers (Executive Committee) of the Voters' Assembly will include President, Vice President (who will serve as Parliamentarian), Financial Officer (who will serve as Corresponding Secretary), and President of the School Board. Their duties will be described in Attachments to the By Laws and may be amended by the normal By Laws Amendment process (Section #9).

- 1. Regular Meetings of the Voters' Assembly.** The Voters will assemble three times a year, normally during the first, second and third quarters of the calendar year at the call of the President of the Voters' Assembly, who shall be the presiding officer. The fiscal year will begin July 1 and end June 30, and the last meeting of the fiscal year will include adoption of a new budget for the following year and election of leadership as prescribed in Section #4: D.6.

Regular meeting agenda will include devotion/prayer, approval of minutes of previous meeting(s), *State of the Parish* report from the Senior Pastor (to include progress towards ministry goals and membership status details), *Financial Health of the Parish* report from the Financial Officer and Quarterly Leadership Council Highlights from the President.

- 2. Special Meetings of the Voters' Assembly.** Urgent congregation business requiring Special Meetings may be determined by the President, the Senior Pastor, or at least ten voting members in good standing by signed request. Such meetings must be announced one week prior to the meeting and must include the primary purpose of the meeting. If the purpose is to consider an amendment to the Constitution or By Laws, two consecutive weeks' notice is required. They will be scheduled by the President of the Voters' Assembly.

Special Meeting agenda will include devotion/prayer and special agenda business (for which the meeting was called). Minutes will be approved at the next regular meeting, and additional, non-agenda business items will not be in order.

- 3. Rules of Order.** While the discretion of the presiding Officer (President) in matters of maintaining decorum and enforcement of prevailing Constitution and By Laws may not be abridged, Roberts Rules of Order will prevail in conducting business. The Vice President shall serve as Parliamentarian at all Voters' Assembly meetings, and shall preside in the absence of the President. Members present at a properly-called meeting shall constitute a quorum, and proxy votes will not be recognized.



4. **Attendance.** Any confirmed member in good standing may participate in Voters' Assembly meetings provided he/she meets qualifications delineated in Section #1 and registers on the meeting attendance roster maintained by the Secretary.
5. **Minutes.** An appointed member of the congregation will keep detailed minutes of all Voters' Assembly meetings and publish those minutes within one week of such meetings. A permanent record of approved minutes for all Voters' Assembly meetings will be maintained in the Church office. These advisory committees may be permanent or ad hoc, as deemed necessary.
6. **Exclusive Authority.** The Voters' Assembly retains exclusive final authority over the following matters:
  - a. Election of officers, elders and leadership council members
  - b. Approval of annual balanced, unified budget
  - c. Adopting resolutions regarding the District or Synod
  - d. Issuing (or withdrawing) calls to fill pastoral and other vacancies
  - e. Approving major ministry initiatives that involve change in property ownership (purchase or sale)
  - f. Nominating candidates for District or Synodical office
7. **Succession to the Office of President of the Voters' Assembly.** Should the President of the Voters' Assembly be unable to complete his/her term, the Vice President will serve as an interim replacement until a special election (Section #4: C.2.) can be held. Should both officers be unable to serve, the Leadership Council will select its own interim replacements until special elections of the Voters' Assembly can be held.

**D. Leadership Council.** The Voters' Assembly delegates to the Leadership Council authority to conduct and perform all acts and affairs of the Congregation in its stead between meetings of the Voters' Assembly, with the Limitations listed as Exclusive to the Voter's Assembly Authority (By Laws Section #4: C.6.)

1. **Officers and Council Members.** The Trinity Leadership Council will include four elected corporate officers, the Senior Pastor and five Council members (plus 1 non-voting secretary):
  - a. **Officers.**
    - i. *President of the Voters' Assembly* (Chair – elected biennially in odd years)
    - ii. *Senior Pastor* (Ministry Leader – permanent)
    - iii. *Vice President of the Voters' Assembly* (elected biennially in odd years)
    - iv. *Financial Officer* (elected biennially in odd years)
    - v. *President of the School Board* (elected biennially in odd years)

**b. Council Members.**

- i. *2 Members at Large* (elected biennially in odd years)
- ii. *2 Members at Large* (elected biennially in even years)
- iii. Current Senior Elder (non-voting)

**c. Term Limitations.**

- i. Terms begin July 1 and end June 30, two years later
- ii. Officers and Members will be installed at a public service by the Senior Pastor
- iii. Officers and Members may serve no more than two consecutive terms in any single position (exceptions require a 2/3 majority of the Voters' Assembly)
- iv. "Council Member" is considered a single position

- 2. Meetings.** Trinity Leadership Council typically will meet six times a year (alternating with the Executive Committee of the Leadership Council) at the call of the President. Rules of conduct and order will be at the discretion of the presiding officer, and absence from 1/2 of the meetings by any member during any calendar year will be automatic grounds for replacement without prejudice. Such replacement will be implemented by the President through nomination by the Leadership Council and majority approval of the Voters' Assembly at the next Regular meeting.

All meetings of the Leadership Council and any subsidiary advisory committees (see Section #4: D.2.5) may be attended by any congregation member in good standing provided the presiding officer of the meeting is advised at least 24 hours in advance. If such guest wishes to address the meeting, advance permission of the chair is required.

- 3. Eligibility to Hold Office.** Only confirmed members over the age of 18 and not under church discipline are eligible to hold an elected office, and no person may hold more than one elected office at any one time.

- 4. Executive Committee.** The Executive Committee of the Leadership Council will typically meet 6 times during the year (in months alternating with meetings of the Leadership Council) at the call of the chair. The Executive Committee will act on behalf of the Leadership Council within accountability limitations designated by the Council.

**a. Executive Committee Members.** The Executive Committee will consist of the following 5 members (plus secretary):

- i. *President of the Voters' Assembly* (Chair)
- ii. *Senior Pastor* (Ministry Leader)
- iii. *Vice President of the Voters' Assembly*
- iv. *Financial Officer*
- v. *President-School Board*

- vi. *Secretary* (non-voting) will take and publish minutes within two weeks of the meeting date.
- 5. **Advisory Committees.** From time-to-time, Advisory Committees, consisting of Voting Members, will be appointed by the President to provide informed, specialized advice to the Council as a whole on specific matters important to the Voters' Assembly. Council members may serve on more than one such Advisory Committee.
- 6. **Nominating Committee and Elections.** The Nominating Committee for congregation Officers and Council Members will follow this procedure:
  - a. **Annual Elections.**
    - i. Two months (at a minimum) prior to the election, the Chairman will appoint three members of the Leadership Council (including the Committee Chair person, the Senior Pastor and one other Council member) plus two members of the Voters' Assembly at large, to nominate officers, elders and Leadership Council Members for the following term of office. The Senior Pastor (By Laws Section #2: C.) will recommend elder (and Senior Elder) candidates from which the Nominating Committee may select at the first meeting of the Committee. Additional candidates may be submitted by Nominating Committee members and will require Pastoral recommendation to be nominated.
    - ii. One month prior to the election, the Nominating Committee will publish its list of nominees and call for additional nominations from the congregation to be provided in writing to the Committee Chair within two weeks. The Nominating Committee will confirm qualifications of congregation-nominated candidates, and one week prior to the election, the combined nominations of all qualified candidates will be published by the Nominating Committee.
    - iii. At the designated Voters' Assembly meeting, the Nominating Committee Chair will present the final slate of candidates. The President of the Voters' Assembly will conduct the election based on the consolidated nominations. If there is no more than one nomination for each position, a Vote of Acclaimed Unanimity will be in order. If there is more than one candidate for any given position, a private paper ballot for that position only will be conducted, and a simple majority will result in election. Any remaining unfilled positions will be treated as interim vacancies. The Nominating Committee will be dismissed.

**b. Elected Officers.**

- i. *President of the Voters' Assembly* (elected biennially in odd years)
- ii. *Vice President of the Voters' Assembly* (elected biennially in odd years)(serves as Parliamentarian)
- iii. *Financial Officer* (elected biennially in odd years)(serves as Corresponding Secretary)
- iv. *President of the School Board* (elected biennially in odd years)

**c. Council Members.**

- i. *Two Members at Large* (elected biennially in odd years)
- ii. *Two Members at Large* (elected biennially in even years)

**d. Elder Ministry Team.**

- i. *Senior Elder* (elected biennially in odd years)
- ii. *One half the nominated (at least 3) Elders at Large* (elected biennially to two-year terms in odd years)
- iii. *Other half the nominated (at least 3) Elders at Large* (elected biennially to two-year terms in even years)

- 7. Interim vacancies.** When vacancies occur, the Leadership Council will publish the vacancy for one week, and congregation members may recommend qualified candidates to the President for consideration.

The Leadership Council, acting as Nominating Committee, will select one or more qualified candidates and nominate at the next meeting of the Voters' Assembly (Regular or Special if called for that purpose). There will be no further nominations and a majority vote prevails. (Should more than one nominee be offered, a paper ballot will be used for voting purposes.)

- 8. Willful Neglect of Duties.** Any officer, council member or elder who willfully neglects the duties of his office may be disposed by a 2/3 majority vote of the voting members present in a Special Meeting of the Voters' Assembly called for this specific purpose. The Elders Ministry Team normally shall initiate any such disciplinary action.

**Section #5: Christian Operating Centers.** Christian Operating Centers will be established to facilitate administration. They are supported by a central staff of skilled professionals, whose guidance will help administrators accomplish their responsibilities. An equitable cost and income allocation system will spread these centralized costs and income over the Christian Operating Centers (COCs) to clarify accountability.

**A. Operating Center Accounting.** Although additional centers may be created along this model as the ministries grow, the core Christian Operating Centers are:

1. *Trinity Lutheran K-8*
2. *Trinity Lutheran Child Development Center*
3. *Trinity Pastoral Leadership Staff* (all non-school/CDC ministry staff)
4. *Trinity General Services Operation* (all other employees)
  - a. *Facilities Services* (allocated to the served Operating Center Accounts when exclusive to those units)
  - b. *Professional Support Services* (e.g. Bookkeeping, Human Resources, Technology Support, Food Service Support, etc., allocated to the served Operating Center Accounts when exclusive to those units. Refer to “Informational Supplements” to the By Laws.)

Accounting will be established to produce specific, current end-of-month budget and cash flow reports for each COC, and a consolidated Trinity Lutheran Church report for administration accountability. Accounting procedures will be written to reflect the authority to control finances by the COC administrators with accountability to the Leadership Council through the Financial Officer.

**B. Accounting Administration.** The Financial Officer will appoint a Financial Assistant and a Financial Secretary to expedite the financial, bookkeeping and giving Administration. Accountability descriptions will be included in the Policy, Procedures and Personnel Manuals. While daily Accounting functions for Operating Centers will remain consolidated as a function of the General Manager—Operations, the Financial Officer of the congregation will have access to all records and will provide professional guidance to the overall accounting of the church’s funds, directly accountable to the Voters’ Assembly.

**C. Financial Reviews.** The Financial Officer will arrange an independent (of staff and elected employees) financial review of the congregation’s finances by April each year. A professional (paid) review will be conducted every five years (beginning in 2011).

**D. General Manager-Operations.** An office of the Trinity General Manager-Operations will coordinate Trinity Operations described in Section #5: A.4. In addition, the General Manager-Operations will be the primary interface for administrative matters (primarily human resources, facilities and accounting) between the centralized staff and the Christian Operating Centers (COC’s). The General Manager-Operations will be

accountable to the Leadership Council and take daily situational direction and receive annual performance review from the Senior Pastor on its behalf.

Reporting positions (to the General Manager-Operations) will be described in the Informational Supplements to the By Laws, and performance reviews and other Human Resources routines are specified below in Section #5: F.

- E. Compensation System.** All employees will share a common Human Resources development staff which will be accountable to the Christian Operating Center administrators for enforcing applicable public laws and binding contracts as well as to the Leadership Council (including annual budget). Process will be led by the General Manager-Operations, the Human Resources Manager and the Financial Officer with overall Leadership Council oversight.

All employee actions (additions or reductions) will be initiated by the appropriate COC administrator (e.g. Executive Director of K-8, General Manager--Operations, Senior Pastor, Executive Director of CDC, etc.) and approved by the Leadership Council. Overall Voters' Assembly accountability will be provided through the *Annual Budget Review* process (including amendments thereto). Employee compensation will be reviewed annually, approved through the *Annual Budget Review* process and communicated to each employee through the *Direct Reporting* process. Appeals will be resolved at the "one-over-one" level only.

- F. Annual Performance Review.** Each employee will participate in an annual review, coordinated by the Human Resources Manager and administered by the immediate supervisor with "one-over-one" accountability. Final responsibility for successful completion of the process and for the results thereof are assigned to the General Manager-Operations with confirmation of completion by the Leadership Council.

**Section #6: Other Organizations.** Christian service societies and similar organizations may be formed and governed within the framework of Leadership Council, which will have sole responsibility for their direction and adherence to the Constitution and By Laws through the Pastoral Staff.

**Section #7: Right of Divine Call for Pastors, Teachers and Church Workers.** Paragraph #10 of the Constitution retains the Right of Divine Call to the Voters' Assembly and describes overall requirements for different called positions. This responsibility will be accomplished by the Leadership Council in the following way:

**A. Authority Within the Divine Call**

- 1. The Pastoral Office.** The Pastoral Office and the Office of Pastor (the pastoral role) have been established by God. A called Pastor receives authority to carry out the Pastoral Ministry by virtue of the Call conferred upon him by the congregation. The called Pastor is, first and foremost a servant of God and thus a servant of the people who have called him to be their Pastor. He will always exercise his role for the spiritual benefit of the congregation, thus giving honor

to the Pastoral Office. A called Pastor must be a member of the “Ministers of Religion – Ordained” roster of the Lutheran Church – Missouri Synod (LCMS). Upon being installed, the Pastor(s) as a servant and steward of God and also of the congregation is authorized and obligated to:

- a. Proclaim the Word of God
- b. Administer the sacraments
- c. Administer to all members of the congregation the functions of a caretaker of their souls
- d. Guide the congregation in applying the divinely ordained discipline of the church
- e. Provide spiritual leadership and oversight to the educational agencies and various adult and youth organizations within the congregation – particularly in religious instruction
- f. Administer faithfully all other duties that the Holy Scriptures lay on the office of the Ministry.

During a vacancy in the position of Senior Pastor, when more than one Pastor is serving, the designation of “Senior Pastor” shall be assigned by the Leadership Council for the purpose of carrying out the duties in the Constitution and these By Laws.

2. **The Office of Called Teacher or Education Administrator.** The office of a called teacher or education administrator is the authority conferred by God, through a Call of the congregation, to perform the duties of his office according to the Word of God and the needs of the congregation. A called teacher or administrator must be a member of the “Ministers of Religion – Commissioned” roster of the Lutheran Church – Missouri Synod (LCMS).

**B. Call Process.** The Call Committee will make a recommendation to the Leadership Council, and if the recommendation is deemed acceptable, the President will call a Special Voters’ Assembly meeting (or incorporate it in a regular meeting) for the purpose of presenting the candidate to the Congregation for final call authority, which will be implemented by the Senior Pastor. The Senior Pastor has lead responsibility for issuing all call documents. Only the Voters’ Assembly may withdraw a call upon the recommendation of the Elders and/or the Senior Pastor, and a two-thirds majority vote of the assembled voters is required for withdrawal.

1. **Ministry Calls.** For all non-teacher Calls and Calls to fill a pastoral position other than the Senior Pastor, the President will appoint a call committee of a minimum of 5 people consisting of: the Vice President (chair), the Senior Pastor, the President, the Senior Elder and one or more members at large from the Voters’ Assembly. If the Call is extended for the position of Senior Pastor, the membership of the committee remains the same except for the omission of the Senior Pastor. The Committee will consult with the President of the Florida/Georgia District or his representative and begin the process of interviewing candidates.

2. **K-8 Teacher and CDC Staff Calls.** For K-8 teacher and CDC staff calls, the Executive Director of K-8 or the Executive Director of CDC will conduct the call committee process in a similar fashion to Section #7: B.1. above except that the committee will include the Senior Pastor and the Senior Elder, two School Board members, and a minimum of two members of the Voters' Assembly at large,. In the case where there is no eligible Executive Director of K-8 or Executive Director of CDC, the President will appoint the committee. The Call Committee Chair must be a Trinity Member.

**Section #8. Contracts and Personal Security.** All service and employment contracts will be initiated by the administrators of the Christian Operating Centers (COC) and processed through the General Manager-Operations. In cases where legal review is prudent, such legal review will be obtained through a retained Trinity legal counsel, managed by the General Manager-Operations with authority from the Leadership Council.

- A. **Contracts.** For legal contracts requiring Trustee verification, the President of the Voters' Assembly and one member at large, appointed by the President, will serve as legal Trustees.
- B. **Volunteer Contracts.** In some cases, contracts with unpaid, volunteer workers will be required to assure continuity and accountability in management. The need for these requirements will be assessed by the General Manager--Operations, recommended to the Leadership Council, which will assume authority (consistent with the Constitution and By Laws).
- C. **Background Verification.** The *Policy, Procedures and Personnel Manuals* will specify formal evaluation and documentation procedures for background verification checks for all personnel.

## **Section #9: By Laws Revision**

- A. **Process.** These By Laws may be amended by a simple majority of any properly-called Voters' Assembly meeting, including both Regular and Special Meetings, provided the requirement for two consecutive weeks' advance notice has been met.
- B. **Documentation.** A detailed record of all actions pertaining to the By Laws shall be maintained in the church office by the Senior Pastor, so that a current copy of the Constitution and By Laws will be available for all members upon request. In addition, the Senior Pastor, through the Pastoral Staff, will be accountable for assuring that each new member (Baptized, transferred, etc.) has access to a copy of the current Constitution and By Laws to guide compliance.



## **Section #10: By Laws Attachments and Informational Supplements**

**A. Attachments.** The following By Laws Attachments will be updated as needed by the Leadership Council and are subject to the amendment process (Section #9):

1. Principal Duties of the President
2. Principal Duties of the Vice President
3. Principal Duties of the Financial Officer
4. Principal Duties of the School Board President
5. Principal Duties of the Senior Pastor
6. Principal Duties of the Leadership Council Member
7. Principal Duties of the General Manager
8. Principal Duties of the Executive Director of K-8
9. Principal Duties of the Executive Director of CDC
10. Boundary Documents (Senior Pastor, President, Vice President, Financial Officer, School Board President)

**B. Informational Supplements.** The following By Laws materials will be considered Informational Supplements and will be updated as needed by the Leadership Council:

1. Call Documents
2. Trinity Table of Organization (Pastoral Staff, Ministry Support Staff and Ministry Teams, combined)
3. Paid Staff Position Description Manual
4. Ministry Team Guidelines and Position Descriptions
5. Trinity Policy Manual

END

### **AMMENDMENTS:**

#### **May 22, 2011 Amendments**

(1) The following “prologue” section was deleted May 22, 2011.

### **Conditional Adoption and Application.**

These By Laws to the Constitution of Trinity Lutheran Church of Orlando, Florida, have been adopted by a simple majority at a duly-called meeting of the Voters’ Assembly as a substitute for the existing By Laws effective August 16, 2009, and will be followed for two years. By August 15, 2011, the Voters’ Assembly will vote by the same simple majority at a duly-called meeting to (a)adopt these substitute By Laws as permanent, (b)return to the original By Laws they replaced, or (c)write another version that reflects how ministry is being done at that time. If no vote is taken, By Laws in effect prior to August 15, 2009, will return to force automatically.

(2) "Technical changes" indicated in green were adopted May 22, 2011.

(3) Revised Attachments were adopted May 22, 2011: (see attached)

#1: Duties of the President

#4: Duties of The School Board President

#5: Duties of The Senior Pastor

(4) Attachment added June 26, 2011: (see attached)

#7: Duties of the General Manager

#### **April 19, 2015 Amendments**

(1) Significant revisions conducted by a "By Laws Committee" were adopted by a unanimous verbal vote during a regular meeting of the Voters' Assembly.

(2) Several additional suggested changes were tabled at the April 19<sup>th</sup> regular voters' meeting. These changes are outlined on the following two pages and incorporated into the By Laws as a directive for future action.

## **SUGGESTED BY LAWS CHANGES**

### **2015 Revision**

Beginning in January, 2014, a committee of four (Stephanie Landis, Ted Lange, Susan Roby and David Wilkosz) were tasked with performing an update to the By Laws of Trinity Lutheran. The most recent previous update had taken place in 8/2011. Over a period of approximately 12 months, the committee reviewed, edited and updated the current document. On 2/26/2015, following our February voters' meeting, the new version was posted on the Trinity Downtown website in order for the congregation to give feedback. A deadline of 3/25/2015 was indicated and several congregants reviewed the document and returned comments.

All substantive comments and their outcomes are listed below. As you will see, several items have been tabled until the next By Laws update due to the timing and complexity of the item. Simple grammatical, wording, and/or formatting changes have been incorporated and are not listed here.

- **Adding additional members to Leadership Council** – this suggestion was made to address the recent occurrence where two or more individuals were running for a single seat. This suggestion was fully vetted and NO CHANGE was made to the By Laws.
- **Allowing for absentee voting of members** – this suggestion was made to include individuals who wanted a voice during voters' meetings but were unable to attend as scheduled. This suggestion was fully vetted and NO CHANGE was made to the By Laws.
- **Referencing the new Finance Committee within the By Laws** – this suggestion was made after the Voters' Assembly approved the creation of the Finance Committee, so that it would be properly referred to in the By Laws. This suggestion was fully vetted and a CHANGE WAS MADE adding a sentence to the By Laws, so that the Finance Committee would be included under the umbrella of Advisory Committees.
- **Better defining the Pastoral Office within the constructs of a Divine Call** – this suggestion was vetted and a CHANGE WAS MADE under the Authority Within the Divine Call better detailing the Office of Pastor and clarifying that a Senior Pastor would not be a member of a Call Committee extending a Call to a new Senior Pastor.
- **Including a provision for giving preference on contracts** – this suggestion was made to allow for a preference when soliciting and/or accepting contracts to individuals or firms who are Trinity members in good standing and/or are working to fulfil the Mission and Vision of Trinity. It was felt that portions of this item may best be addressed by policy and other portions by revisions to the By Laws. Therefore it was determined that a specific contract policy and method should be established. There was not adequate time to fully vet this suggestion so it is TABLED FOR THE SUBSEQUENT BY LAWS REVISION.
- **Including a requirement that all contracts necessitate a congregational vote** – this suggestion was made to allow the congregation to be made aware of Trinity contracts and the vendors and service suppliers doing business at Trinity. It was determined that a specific contract policy and method should be established in regard to contract approval. There was not adequate time to fully vet this suggestion so it is TABLED FOR THE SUBSEQUENT BY LAWS REVISION.

- **Addressing potential conflicts of interest when accepting/awarding contracts** – this suggestion was made to avoid potential conflicts of interest between individuals charged with selecting vendors or suppliers when those individuals work for or own firms providing the goods or services being selected. This suggestion also addresses “preferred business relationships” that may exist between Trinity members and potential vendors and service suppliers. It was determined that a specific contract policy and method should be established. There was not adequate time to fully vet this suggestion so it is TABLED FOR THE SUBSEQUENT BY LAWS REVISION.
- **Changing Senior Pastor voting rights on Leadership Council and other committees** – this suggestion was made due to the fact that executive leaders, such as a senior pastor, normally sit on boards/councils/committees but do not have voting rights within these groups. It was further suggested that the Senior Pastor title be changed to Executive Pastor. It was determined that there was not adequate time to fully vet this suggestion so it is TABLED FOR THE SUBSEQUENT BY LAWS REVISION.
- **Allowing for a teacher and/or staff Call to be initiated by the School Board** – this suggestion would allow the School Board to select, interview, and recommend a candidate to the Call Committee for approval by the Voters’ Assembly. As the By Laws currently read, the entire process is the responsibility of the Call Committee. It was determined that there was not adequate time to fully vet this suggestion so it is TABLED FOR THE SUBSEQUENT BY LAWS REVISION.

## By Laws Attachment #1

### “Duties of the President”

The President will be the Senior Elected Officer of the Congregation and all organizations will be accountable through him or her to the Leadership Council and the Voters’ Assembly.

### Mission

#### SPIRITUAL RELATIONSHIPS

Maintain Doctrinal LCMS Standards  
Actively promote the Mission and  
Vision of the Congregation

#### FINANCIAL AUTHORITY

Approve All Contracts  
Provide Priorities for Annual Budget  
Guide, Adhere, Administer the approved  
COC budget

#### PERSONNEL RELATIONS

Initiate/Supervise Staff Calls  
Administer Human Resources Policies

#### PROPERTY

Trustee of All Property (1 of 2)  
Direct Property Development

### Accountability

Voters’ Assembly  
Voters’ Assembly

Council/Voters’ Assembly  
Voters’ Assembly  
Voters’ Assembly

Voters’ Assembly  
Voters’ Assembly

LC/Voters’ Assembly  
Voters’ Assembly

### Boundaries

Const/By Laws/Pastor/Elders  
None

Const/By Laws/State/Fed Laws  
Const/By Laws/State/Fed Laws  
Const/By-laws

Const/By Laws  
Const/By Laws/State Laws

Const/By Laws/State/Fed Laws  
Council Const/By Laws/Staff/  
State/Fed/Local Laws

## Page 2, Duties of the President

### WORK SCHEDULES

Preside-Voters' Assembly  
Preside-Leadership Council  
Preside-Executive Comm  
Appoint Rep-District/Synod Mtgs  
Announce Meetings  
Assure Minutes Recorded/Approved  
Appoint Appropriate Committees  
Publish Coun/Exec Comm Minutes  
Initiate Nomination, Budget and  
Call Procedures

Voters' Assembly  
Voters' Assembly  
Leadership Council  
Leadership Council  
Const/By Laws  
Council/Exec Comm/Voters  
Voters/Council/Exec Comm  
Leadership Council  
Voters' Assembly/Council

Const/By Laws  
Const/By Laws  
Leader Council/Const/By Laws  
Member in Good Standing  
Const/By Laws  
Const/By Laws  
Const/By Laws  
Normal Privacy Expectations  
Constitution/By Laws

END

## By Laws Attachment #2

### “Duties of the Vice President”

The Vice President is the Assistant Senior Elected Officer of the Congregation and will be prepared to act in the President’s place whenever so required.

### Mission

#### SPIRITUAL RELATIONSHIPS

Maintain Spiritual Standards

#### FINANCIAL AUTHORITY

Review All Contracts

#### PERSONNEL RELATIONS

Chair Call Committees-Staff Calls  
As Appointed

#### PROPERTY

Remain Informed about all Direct  
Property Development

#### WORK SCHEDULES

Assist the President as Required  
Preside over Meetings in President’s Absence  
Assist in Publishing Council/Exec Comm Actions  
Act as Parliamentarian at all Voters’ Meetings  
Attend all Voters’/Council/Exec Comm Meetings

### Accountabilities

Voters’ Assembly

Council/Voters’ Assembly

President, Voters’ Assembly

Voters’ Assembly

President/Voters’ Assembly  
President  
Council  
Voters’ Assembly  
Voters’ Assembly

### Boundaries

Const/By Laws/Pastor/Elders

Const/By Laws/State/Fed Laws

Const/By Laws/Position Guides

Council Const/By Laws/Staff/  
/State/Fed/Local Laws

Const/By Laws

Normal Privacy Expectations  
Const/By Laws, Roberts Rules  
Const/By Laws

END

### By Laws Attachment #3

#### **“Duties of the Finance Officer”**

The Finance Officer will be congregation’s financial adviser at all levels of the organization with responsibility to recommend policy changes and report improper actions to the next level of authority.

<b><u>Mission</u></b>	<b><u>Accountabilities</u></b>	<b><u>Boundaries</u></b>
<b>SPIRITUAL RELATIONSHIPS</b> Integrate Finances into Annual Stewardship or other Giving Program	Council/Voters	Const/By Laws
<b>FINANCIAL AUTHORITY</b> Appoint/Supervise Financial Review Team Report “Closed” Financial Status Monthly To COC Administrators, Council Report Financial Status at all Regular Voters’ Assembly Meetings Assure Timely Disbursements To Protect Reputation	Council/Voters Council/Voters Council/Voters’ Assembly Council/Voters	Const/By Laws/Policy Const/By Laws/Policy Const/By Laws Const/By Laws/Bus Mgr/Policy
<b>PERSONNEL RELATIONS</b> Appoint Assist Treasurer (as Back Up) Appoint/Supervise a Financial Secretary To Account for all Income and Report Review all Human Resource/Property Contracts	Council Council/Voters Council	Const/By Laws Const/By Laws/Policy By Laws



**Page 2, Duties of Finance Officer**

**PROPERTY**

Advise Regarding Property Decisions

Pres/Council/Voters' Assembly  
Council/Voters  
Council/Const/By Laws/State/  
Local/Fed Laws  
Const/By Laws/Policy

Prepare Financial Documents (Deeds,  
Mortgages, etc. for Proper Approvals)

**WORK SCHEDULES**

Assist Staff with Annual Budget

Voters' Assembly/Leadership  
Council/Voters  
Voters' Assembly/Council  
Council Constitution/By Laws/State/  
Local and Fed Laws  
Const/By Laws/Policy  
Const/By Laws

Maintain Oversight all Finance Staff

Serve Voters' Assembly as Corresponding  
Secretary

**END**

## By Laws Attachment #4

### “Duties of School Board President”

#### Mission

#### **SPIRITUAL RELATIONSHIPS**

Ascertain that K-8/ CDC are Abiding By and  
Instilling Christian Values  
Maintain Doctrinal LCMS Standards  
Actively Promote the Mission and Vision  
of the Congregation

#### **FINANCIAL AUTHORITY**

Develop market-based Tuition Analysis  
Assure Annual Budget Process is Timely  
and Complete (re: K-8/CDC)

#### **PERSONNEL RELATIONS**

Act as liaison—K-8, CDC, PTL and the  
Leadership Council (re: personnel policies)  
Direct oversight of K-8 and CDC Policy,  
Procedure and Personnel Manuals  
Lead School Board Response Re:  
parent issues and concerns  
Assist Executive Dir. K-8/CDC on Broad  
Issues That Affect Trinity  
Assure Performance Reviews are Thorough,  
Timely and Fair

#### Accountability

Parents, Staff, Voters’ Assembly

Voters’ Assembly  
Voters’ Assembly

Leadership Council, Voters’ Assembly  
Leadership Council, Voters’ Assembly

Voters’ Assembly, Leadership Council  
Leadership Council

Voters’ Assembly, Exe. Dir. K-8/CDC

Voters’ Assembly, Leadership Council

K-8/CDC Staff, Leadership Council

#### Boundaries

Bible/Const/By Laws

Const/By Laws/Pastor/Elders  
None

Annual Budget  
Executive Dir. K-8/CDC

Const/By Laws/State/Local Laws

Const/By Laws

Const/By Laws/Fed/State/Local Law

Const/By Laws

Const/By Laws/Fed/State/Local Law

## Page 2, Duties of School Board President

### PROPERTY

Assist Exe. Dir. K-8/CDC to Assure Facilities Are Maintained Properly	K-8/CDC Staff, Leadership Council	Const/By Laws
Support K-8/CDC Perspective in Overall Property Changes	K-8/CDC, Leadership Council	Const/By Laws
<b>WORK SCHEDULES</b>		
Chair School Board Meetings	Leadership Council	Const/By Laws
Lead School Board Appointment Process	K-8/CDC, Leadership Council	Const/By Laws
Regularly meet with Exe. Dir. K-8/CDC	K-8/CDC, Parents, Leadership	Const/By Laws/Council
To Assure Operations Continuity		
Report Annual Evaluation of K-8/CDC	Leadership Council, Exe. Dir. K-8/CDC, Voter's Assembly	Const/By Laws
Educations Programs	K-8/CDC, Parents, Leadership Council	Const/By Laws
Coordinate all K-8/CDC Support Groups and Organizations	Leadership Council	Const/By-Laws
Establish relationship with District and Synod Education Services	Voters' Assembly/Council	Const/By Law
Attend all Council Meetings		

END

## By Laws Attachment #5

### “Duties of the Senior Pastor”

The Senior Pastor will act as the Spiritual Leader of the Congregation and holder of the Office of the Public Ministry. In this capacity, he will lead ministry and ministry support programs that accomplish the vision of the church, the congregation and its mission. All accountability activities will be completed within the spirit of this description.

### Mission

#### SPIRITUAL RELATIONSHIPS

Preach and Teach the Gospel in Leading  
Worship and Study  
Shepherd the Flock at Trinity  
Select and Counsel Elders Team  
Install Called Church Workers and  
Officers and Council Members  
Assure Proper Call Procedures Are  
Followed at All Times  
Maintain Detailed Member Rolls and  
Report Regularly to Congregation  
Lead the Elder Team in the Process of  
Member Termination and Report  
Assure Christian Nurture is Provided  
To the Sick, Shut-ins and Bereaved  
Nurture staff relations within COC

#### FINANCIAL AUTHORITY

Partner in Priority Setting for All  
Financial Planning and Management

### Accountability

The Triune God/Congregation  
The Triune God/Congregation  
Leadership Council/Voters' Assembly  
Voters' Assembly  
Leadership Council/Voters' Assembly  
Elders Team/Leadership Council/Voters'  
Assembly  
Elders Team/Leadership Council/Voters'  
Assembly  
Elders Team, Leadership Council/Voters'  
Voters' Assembly  
Leadership Council

All Staff/ Operating Center Managers/  
Leadership Council/Voters' Assembly

### Boundaries

Bible/Constitution  
Bible/Constitution  
Const/By Laws  
By/Laws  
Const/By Laws  
Const/By Laws  
Const/By Laws  
Const/By Laws/Policy &  
Procedures Manual  
Const/By Laws  
Const/By Laws/Policy &  
Procedures Manual

**Page 2, Duties of the Senior Pastor**

**PERSONNEL RELATIONS**

Participate in Call Committees of  
     Non-Teacher Staff Calls  
 Serve on School Board Selection Team  
 Conduct Gateway Interview with Each  
     Potential Employee  
 Support adherence to Policy Manuals  
 Promote and Influence Christian Values  
     Among all Employees

Leadership Council/Voters' Assembly  
 Leadership Council/Voters' Assembly  
 Potential Candidates/Staff/Voters  
 Leadership Council/Voters' Assembly  
 Leadership Council/Voter's Assembly

Const/By Laws/Policy &  
     Procedures Manual  
 Const/By Laws  
 Policy Manual  
 Const/By Laws  
 Policy Manual

**PROPERTY**

Partner in Priority Setting for  
     Facility Development and Services  
     and Strategic Planning

Leadership Council/Voters' Assembly

Const/By Laws/Policy &  
     Procedures Manual

**WORK SCHEDULES**

Serve as Ministry Leader on the  
     Leadership Council/Exec Committee  
 Lead Development of Outreach Programs  
     That Accomplish the Great Commission  
 Appoint Ministry Teams and Encourage Progress  
 Lead Development of Bible Studies  
 Provide Leadership Reports to Voters  
     and Leadership Council

Leadership Council/Voters' Assembly  
 Leadership Council, Voters' Assembly  
 Leadership Council, Voters' Assembly  
 Elders Team/Council/Voters' Assembly  
 Leadership Council, Voters' Assembly

Const/By Laws  
 By Laws  
 Const/ By Laws/Policy &  
     Procedure Manuals  
 By Laws  
 Const/By Laws

END

**By Laws Attachment #6**

**“Duties of The Leadership Council Member”**

<b><u>Mission</u></b>	<b><u>Accountability</u></b>	<b><u>Boundaries</u></b>
<b>SPIRITUAL RELATIONSHIPS</b> Encourage and Pray for Other Leaders	Fellow Leaders	None
<b>FINANCIAL AUTHORITY</b> Participate in and Support Board Decisions re: Finances	Leadership Council/Voters' Assembly	Const/By Laws
<b>PERSONNEL RELATIONS</b> Participate in and Support Board Decisions re: Personnel Conduct Annual Performance and Salary Reviews of Senior Pastor	Staff/Voters' Assembly Voters' Assembly	Const/By Laws/State/Fed/Local Law Const/By Laws/Budget
<b>PROPERTY</b> Participate in and support Board Decisions re: Property	Leadership Council/Voters' Assembly	Const/By Laws/State/Fed/Local Law
<b>WORK SCHEDULES</b> Attend Council/Voters' Meetings Participate in Special Committees	Voters' Assembly Leadership Council	Const/By Laws Const/By Laws

END

## By Laws Attachment #7

### “Duties of the General Manager”

The General Manager is the chief business administrator for the congregation. He/she is a staff employee of the Leadership Council on behalf of the Voters’ Assembly who set boundaries and policies directing his/her work responsibilities. Day-to-day accountability, unless otherwise specified, is to the Senior Pastor who will conduct annual performance appraisals and recommend personnel actions. Employment status is determined by the Leadership Council and the Senior Pastor.

### Mission

#### **SPIRITUAL RELATIONSHIPS**

Assure all Business Activities Follow Church Doctrine  
Provide Primary Leadership for All Business Activities  
Lead Staff Business Practices by Example

### Accountability

Leadership Council/Sr. Pastor  
Leadership Council  
Leadership Council/Sr. Pastor

### Boundaries

Bible/Constitution/By Laws  
Public Laws/Constitution/By Laws  
Bible, Laws/Constitution/By Laws

#### **FINANCIAL AUTHORITY**

Execute Business Decisions of Voters, Council, Officers  
Execute Directions of Sr. Pastor within His Boundaries  
Protect the Financial Integrity of the Church  
Prepare Contracts for Execution by Those Authorized  
Enforce Spending Controls as Adopted by Council  
Enforce Council Policies  
Conduct All Banking Activities As Directed by Council  
Lead Development of Policies and Procedures  
Maintain Financial Records (For Audit)  
File Taxes and Purchase Insurance  
Coordinate Operating Center Financial Management  
Lead Production of the Annual Unified Budget

Voters/Council  
Sr. Pastor/Council/Voters  
Voters/Council  
Voters/Council/Public Law  
Voters/Council  
Voters/Council  
Voters/Council/Sr. Pastor  
Council/Sr. Pastor/Staff  
Voters/Council  
Voters/Council  
Council  
Voters/Council/Sr. Pastor

Meeting Minutes/Policy Manual  
Work Routines/Policies/By Laws  
Budget/By Laws/Public Laws  
Public Laws/Budget/Policy Manual  
Budget/Policy Manual/Public Laws  
Const/By Laws/Policy Manual  
Budget/Policy Manual/By Laws  
Constitution/By Laws/Public Laws  
Policy Man/Accounting Standards  
Policy Manual/Public Laws  
By Laws/Policy Manual  
Constitution/By Laws/Public Laws

## Page 2, Duties of the General Manager

### PERSONNEL RELATIONS

Assure Payroll/Benefits Delivery Continuity  
 Supervise Assigned Staff (Finance, Human Resources, Property Maintenance)  
 Supervise Annual Performance Review Process  
 Bring Professional Leadership to the Business Administration of the Church

Voters/Council/Sr. Pastor  
 Voters, Council, Sr. Pastor  
 Council/Sr. Pastor/COC Leaders  
 Voters/Council/Sr. Pastor  
 Policy Manual/Public Laws  
 Policy Manual/Public Laws/By Laws  
 Policy Manual/By Laws  
 By Laws/Public Laws/Professional Practices (as adopted)

### PROPERTY

Maintain Properties, Including Custodial Services  
 Create, Enforce Purchase Routines and Cost Controls  
 Conduct All Rental Agreements as Directed  
 Assure Safety and Security of Property Users  
 Implement all Parking and Traffic Systems

Voters/Council, Staff  
 Council  
 Council  
 Voters/Council/Sr. Pastor  
 Council/Sr. Pastor  
 By Laws/Public Laws  
 Policy Manual  
 Policy Manual/Meeting Minutes  
 Policy Manual/Meeting Minutes  
 Meeting Minutes

### WORK SCHEDULES

Prepare Reports/Attend 6 Council Mtgs, 6 Ex Comm Mtgs and all Voters' Meetings annually  
 Create, Control All Vacation and Work Absence Schedules

Voters/Council/Exc Comm  
 Council/Sr. Pastor/COC Leaders  
 Constitution/By Laws  
 By Laws/Policy Manual/Public Laws

END



## By Laws Attachment #8

### 8a: Trinity Boundaries: Office of the Senior Pastor

#### SPIRITUAL

- 1 Must confer with Elders prior to Christian Discipline Discussions

#### FINANCIAL AUTHORITY

- 1 Must have Voters' approval to "borrow" from dedicated funds
- 2 Must have Voters' approval to shift budgeted funds between approved COC budgets
- 3 Spending limitation of \$3,000 of non-contract, non-payroll budgeted funds without Council approval (even if budgeted)
- 4 Can't change employee salaries or benefits without Council approval
- 5 Program activities more than \$3K must be budgeted or otherwise approved by Council in advance
- 6 May not redirect investment funds without Council approval

#### PERSONNEL

- 1 Must have Council approval to dismiss any full-time employee with more than 3 months service (Voters if called employee)(exceptions e.g. **egregious behavior** must be subsequently documented/reviewed by Council)
- 2 Must present documented cause for any full-time employee dismissal and without which must be reviewed and verified by Human Resources office (exceptions e.g. **egregious behavior** must be subsequently documented/reviewed by Council)
- 3 Cannot hire anyone who hasn't been interviewed/approved by the direct supervisor and funded through the current budget year (unless budget amended)
- 4 Cannot dismiss a called worker outside the Constitution and By Laws
- 5 Cannot hire any employee without prior approval of Council (Voters if called)

#### BUILDINGS

- 1 Must confirm with Council any property lease beyond the current budget year
- 2 Must review property improvements or repairs over \$3,000 (e.g. require bids) with Council (as recommended by General Manager-Operations)
- 3 Must retain historical nature of sanctuary and cottages located in historical district (unless otherwise approved by Voters and proper legal authorities)
- 4 Must follow long term building plan approved by Voters (or seek amendment)

## WORK SCHEDULE

- 1 Must preach at least 40 weekends per year
- 2 Must teach at least two, 2-month Bible lectures annually
- 3 Must assure confirmation classes are taught properly
- 4 Must confer with leadership council and district when matters clearly dictate this
- 5 Must see that two outreach community events are conducted annually

## 8b: Trinity Boundaries: Office of the President

### SPIRITUAL

- 1 Attend worship and Bible studies
- 2 Consult with Elders for all important spiritual matters

### FINANCIAL AUTHORITY

- 1 Take any major program proposal (e.g. involving property, or major personnel additions) that exceeds budget or strategic plan to Voters for guidance
- 2 Cannot switch spending between Christian Operating Centers without Voters' approval

### PERSONNEL

- 1 Must consult with financial/human resources staffs regarding any staff changes
- 2 Must interview (or designate interviewer) all new and dismissed employees and offer evaluation to the Council
- 3 Assure personnel costs are in line with budget or seek exception from Voters
- 4 Must issue annual organization chart as Informational Supplement to By Laws

### BUILDINGS

- 1 May complete Voters-approved property transactions without limit
- 2 May not convey property without specific Voters' approval
- 3 May not enter into contracts involving "major use" liabilities without Voters approval

## WORK SCHEDULE

- 1 Must conduct all scheduled meetings (Voters, Council, Exec Comm)
- 2 Must publish quarterly Operating Schedule with Council/Pastoral Staff approval

## By Laws Attachment #9

### “Duties of Executive Director of K-8”

<u>Mission</u>	<u>Accountability</u>	<u>Boundaries</u>
<b>SPIRITUAL RELATIONSHIPS</b> Ascertain that K-8 is Abiding By and Instilling Christian Values Maintain Doctrinal LCMS Standards Actively Promote the Mission and Vision of the Congregation	Parents/Staff/Voters' Assembly  School Board/Leadership Council Voters' Assembly/Leadership Council	Bible/Const/By Laws  Const/By Laws None
<b>FINANCIAL AUTHORITY</b> Operates the K-8 within Approved Annual Budget Participates in the Annual Budget Process Implement Improvements in K-8 Curriculum and Class Offerings	Leadership Council/Voters' Assembly  Leadership Council/Voters' Assembly School Board/Leadership Council	Annual Budget  Annual Budget
<b>PERSONNEL RELATIONS</b> Liaison between K-8, CDC, PTL and Leadership Council Administers Trinity Policies, Procedure and Personnel Manuals Works with School Board Response on Parent Issues and Concerns Resolves K-8 personnel issues Assure Performance Reviews are Thorough, Timely and Fair	Voters' Assembly/Leadership Council  School Board/Leadership Council  Voters' Assembly/K-8/CDC Exe. Dir.  School Board/Leadership Council K-8 Staff/Leadership Council	Const/By Laws/State/Local Laws  Const/By Laws  Const/By Laws/Fed/State/Local Law  Const/By Laws Const/By Laws/Fed/State/Local Law

## Page 2, Duties of Executive Director of K-8

### PROPERTY

Promotes effective use of Trinity Assets and Facilities	K-8 Staff/Leadership Council	Const/By Laws
Support K-8/CDC perspective in Overall Property Changes	K-8/CDC, Leadership Council	Const/By Laws

### WORK SCHEDULES

Chair K-8 Staff meetings	Leadership Council	Const/By Laws
Lead School Board Appointment Process	K-8/CDC/Leadership Council	Const/By Laws
Regularly meets with Exe Dir CDC to Assure Operational Continuity	K-8/CDC/Parents/Leadership Council	Const/By Laws
Report Annual Evaluation of K-8 Ed Programs	Leadership Council/Exe. Dir. K-8/CDC Voter's Assembly	Const/By Laws
Coordinate All K-8 Support Groups and Organizations	K-8/Parents, Leadership Council	Const/By Laws
Establish relationship with District and Synod Education Services	Leadership Council	Const/By Laws
Attend all Council Meetings	Voters' Assembly/Leadership Council	Const/By Laws

END

## By Laws Attachment #10

### “Duties of Executive Director of Child Development Center (CDC)”

<u>Mission</u>	<u>Accountability</u>	<u>Boundaries</u>
<b>SPIRITUAL RELATIONSHIPS</b>		
Ascertain that CDC is Abiding by and Instilling Christian Values	Parents/Staff/Voters' Assembly	Bible/Const/By Laws
Maintain Doctrinal LCMS Standards	School Board/Leadership Council	Const/By Laws
Actively Promote the Mission and Vision of the Congregation	Voters' Assembly/Leadership Council	None
<b>FINANCIAL AUTHORITY</b>		
Operates the CDC within Approved Budget	Leadership Council/Voters' Assembly	Annual Budget
Participates in the Annual Budget Process	Leadership Council/Voters' Assembly	Annual Budget
Implement improvements in CDC Curriculum and Class Offerings	School Board/Leadership Council	
<b>PERSONNEL RELATIONS</b>		
Liaison between K-8, CDC, PTL and the Leadership Council	Voters' Assembly/Leadership Council	Const/By Laws/State/Local Laws
Administers Trinity Policies, Procedure and Personnel Manuals	School Board/Leadership Council	Const/By Laws
Works with School Board Response on Parent Issues and Concerns	School Board/Leadership Council	Const/By Laws/Fed/State/Local Law
Resolves CDC Personnel Issues	School Board/Leadership Council	Const/By Laws
Assure Performance Reviews are Thorough, Timely and Fair	CDC Staff/Leadership Council	Const/By Laws/Fed/State/Local Law

## Page 2, Duties of Executive Director of CDC

### PROPERTY

Promotes effective use of Trinity Assets and Facilities	CDC Staff/Leadership Council	Const/By Laws
Support CDC perspective in Overall Property Changes	K-8/CDC/Leadership Council	Const/By Laws

### WORK SCHEDULES

Chair CDC Staff Meetings	Leadership Council	Const/By Laws
Lead School Board Appointment Process	K-8/CDC/Leadership Council	Const/By Laws
Regularly Meet with Exe Dir K-8 to Assure Operational Continuity	K-8/CDC/Parents/Leadership Council	Const/By Laws
Report Annual Evaluation of CDC Ed Programs to Voter's Assembly	Leadership Council/Voters' Assembly	Const/By Laws
Coordinate all CDC Support Groups and Organizations	CDC Staff/Parents/Leadership Council	Const/By Laws
Establish relationship with District and Synod Education Services	Leadership Council	Const/By-Laws
Attend all Council Meetings	Voters' Assembly/Leadership Council	Const/By Laws

END