

CALVARY LUTHERAN CHURCH
7500 Oak Street, Kansas City, Missouri

CONSTITUTION, BYLAWS AND DIRECTIVES

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THE CONSTITUTION

PREAMBLE

It is the will of our Lord Jesus Christ that His disciples should preach the Gospel to the whole world (Mark 16:16, Matthew 28:18-20, Acts 1:8). That Christ's mission for His Church might be carried out according to His will, He had commanded that Christians unite in worship (Hebrews 10:24-25), practice fellowship with one another (Acts 2:42), witness to all men (Acts 1:8), help each other grow in the Word (Ephesians 4:11-14), serve the needs of all men in Christian love (Ephesians 4:7-16, Mark 10:42-44, John 13:35, Galatians 6:10), administer the Office of the Keys as His Church (John 20:21-23, Matthew 18:15-20), and maintain decency and order (I Corinthians 14:40) in the Church

Therefore we, a number of Lutheran Christians living in or near the metropolitan area of Kansas City, accept and subscribe to the following Constitution and Bylaws, in accordance with which all spiritual and material affairs of our congregation shall be governed.

THE CONSTITUTION

ARTICLE 1: NAME

The name of this congregation shall be: Calvary Evangelical Lutheran Church of Kansas City, Missouri. The congregation is located in Jackson County, Missouri.

ARTICLE 2: CONFESSION

This congregation accepts all the canonical books of the Old and New Testaments as the inspired and revealed Word of God, and all the Symbolical Books of the Evangelical Lutheran Church, contained in the Book of Concord of the year 1580, as the correct presentation and true exposition of Christian Doctrine drawn from the Holy Scriptures, viz:

1. The Three Ecumenical Creeds, viz.: the Apostolic, the Nicene, and the Athanasian.
2. The Unaltered Augsburg Confession
3. The Apology of the Augsburg Confession
4. The Smalcald Articles
5. Luther's Large Catechism
6. Luther's Small Catechism
7. The Formula of Concord

No doctrine or practice in conflict or inconsistent with the above norms of our faith and life shall be taught or tolerated in this congregation.

ARTICLE 3: SYNODICAL AFFILIATION

This congregation shall be affiliated with the Lutheran Church - Missouri Synod as long as the confessions and constitution of said Synod are in accord with the confession and constitution of this congregation as laid down in Article 2.

This congregation shall to the best of its ability collaborate with said Synod and assist it in effecting all sound measures intended for the building up of the Kingdom of God.

ARTICLE 4: MEMBERSHIP

- A. Baptized membership in this congregation is held by all those who are baptized in the Name of the Triune God with water and are under our pastoral care.
- B. Communicant membership in this congregation may be held only by those who:
 - 1. Are baptized in the Name of the Triune God.
 - 2. Have declared their acceptance of the confessions of this congregation as contained in Article 2 of this Constitution.
 - 3. Have been accepted into communicant membership in accordance with the Bylaws of this congregation and shall remain faithful to the responsibilities of membership as contained in these Bylaws.
 - 4. Do not live in manifest works of the flesh (Galatians 5:19-21), but lead a Christian life.
 - 5. Are not members of a secret society or of any other organization conflicting with the Word of God and the conduct of a Christian (II Corinthians 6:14-18).
- C. The membership and membership privileges of each communicant member shall remain in force so long as each member shall maintain eligibility according to the five points in Section B of this article and shall meet the requirements stated or implied in the disciplinary or other provisions of the Bylaws. Members who voluntarily sever their connection with this congregation, or who have been released or transferred, or who have been excommunicated or exclude themselves, according to the provisions of the Bylaws, shall be deemed to have terminated membership in this congregation along with all rights and privileges of such membership.

ARTICLE 5: ORGANIZATION

- A. This congregation shall be represented by and administer its affairs through its Voters Assembly, Parish Planning Council, elected Officers, Administrative Boards, Called Workers and staff as specified in this Constitution and associated Bylaws.
- B. Voters Assembly: Communicant members shall be voting members of this congregation according to the membership provisions of the Bylaws. The Voters Assembly must directly approve
 - 1. Calling, release and deposition of called workers as specified in Article 6.
 - 2. Dissolution of the congregation as specified in Article 8.
 - 3. The annual budget
 - 4. Election of directors and officers
 - 5. Expenditures not specified in the budget that exceed \$10,000
 - 6. Incurring debt in excess of \$10,000
 - 7. Acquisition or sale of real property or personal property valued at more than \$25,000.
 - 8. Amendment of constitution or bylaws
 - 9. Excommunication

- C. Administrative Boards: Responsibility and authority for the daily administration of congregational affairs shall be delegated to the following boards:
 - 1. A BOARD OF ELDERS
 - 2. A BOARD OF PARISH MINISTRY
 - 3. A BOARD OF CHRISTIAN EDUCATION
 - 4. A BOARD OF PARISH ADMINISTRATION
- D. Officers of the Congregation: The Officers of the congregation shall consist of a President, a President-Elect and a Treasurer, selected from among the voting membership in accordance with the Bylaws of the congregation. The President of the congregation (or the President-Elect when acting in the President's capacity) shall have a voice on all Administrative Boards, but no right to vote. The Senior Pastor of the congregation shall be, ex-officio, a member of all Boards and their associated committees, and may at his discretion attend any or all meetings related to congregational activity of any kind.
- E. Parish Planning Council: Congregational affairs shall be administered by the Parish Planning Council; except as reserved by the Voters Assembly, delegated to Administrative Boards, duly elected Officers or staff. The Parish Planning Council shall consist of the Senior Pastor, the Executive Director of School Ministry, the Administrative Director, the President, the President-Elect, the Treasurer, and the Directors of the Administrative Boards listed in Section C of this article; all of whom shall be voting members. They shall hold a position on the Parish Planning Council by virtue of their office for the duration of their term.
- F. Rights and Powers: This congregation, subject to the limiting provisions and regulations of this Constitution and its associated Bylaws, shall have supreme power in the administration of its affairs. No duly elected officers of this congregation shall have any power or authority beyond that conferred upon them by the congregation acting through bylaws or its Voters Assembly. Each Administrative Board along with the Parish Planning Council shall be responsible for the performance of such duties as the Voters Assembly may delegate to them through bylaws, directives or special resolution. Such specially delegated rights and powers, both of officers and of Administrative Boards, shall be subject to revision or complete withdrawal by the Voters Assembly.

ARTICLE 6: PASTORS AND CHRISTIAN DAY SCHOOL TEACHERS

Only such candidates shall be elected and called to serve as Pastors or as Christian Day School Teachers who profess acceptance of, and pledge faithful adherence to, the confessions of this congregation as set forth in Article 2 of this Constitution. In the absence of adequate cause for dismissal, as defined in Bylaws of the congregation, the tenure of office of a called Pastor or Christian Day School Teachers shall be the remainder of their active life, expiration of a time-limited call or until the Lord calls them into another field of service.

ARTICLE 7: SOCIETIES

Societies organized within the congregation are subject to the supervision of the Senior Pastor and the appropriate Administrative Board under whose jurisdiction they function. Only communicant members of this congregation shall be officers of such societies or groups, exclusive of those associated with the educational ministries. Any decisions, enactment or performance of or by societies or groups shall be invalid if they conflict with this Constitution and its associated Bylaws. The Senior Pastor by virtue of his office shall be or appoint a designee to serve as the advisor for such societies or groups within the congregation.

ARTICLE 8: PROPERTY RIGHTS

If at any time a separation should take place within this congregation, the advice of the officers of the Missouri District (LCMS) shall be sought. If, despite all efforts to compose differences in peace and love, a division into factions of the congregation shall occur, the property of the congregation and all benefits therewith connected shall remain with those members who continue to adhere in confession and practice to Articles 2, 3, 4 and 6 of this Constitution.

The congregation may dissolve by affirmative vote of three-fourths of the voting members present at a properly noticed meeting. The meeting notice must include notice of the intent to dissolve the congregation. Upon dissolution, the assets of the congregation shall be distributed in accordance with desires of the congregation, applicable state and federal law, and the advice of the officers of the Missouri District (LCMS).

ARTICLE 9: VALIDITY OF RESOLUTIONS

All congregation matters shall be decided by a simple majority vote of the qualified voting members present at a properly convened meeting of the Voters Assembly, except as otherwise provided in this Constitution and its associated Bylaws for dealing with certain situations or matters therein specifically mentioned and defined.

ARTICLE 10: AMENDMENTS

- A. This Constitution may be changed or amended by a three-fourths majority of the votes cast in a regular meeting of the Voters Assembly, provided that the intention to amend the Constitution be published to the congregation and the wording of the amendments proposed be read to the Voters Assembly at a regularly scheduled or constitutionally called special meeting prior to the date upon which the amendment is presented for action.
- B. No amendments to this constitution will become effective until and unless they are approved by the Missouri District of the Lutheran Church – Missouri Synod.

THE BYLAWS OF THE CONSTITUTION

ARTICLE I: COMMUNICANT MEMBERSHIP

Section 1. Application for Membership - Procedure

Applicants for communicant membership in this congregation shall consult the Senior Pastor who shall determine whether such applicants are eligible for membership in accordance with Article 4 of the Constitution. Before being received as members applicants not familiar with the doctrines and confessions of the Lutheran Church shall be required to attend a course of instruction and to make profession of their faith, either before the congregation or, at the Pastor's discretion, before witnesses who are members of the Board of Elders.

Applicants from other Evangelical Lutheran Churches of the LCMS or of those in fellowship with the LCMS shall submit a letter of transfer from their former congregation to establish their eligibility for membership. In the case of applicants whose previous membership in a Lutheran congregation has lapsed, the Senior Pastor may, with the consent of the Board of Elders, arrange for a period of instruction prior to affirmation of faith for such applicant.

After applicants have given satisfactory evidence of their eligibility in accordance with the two preceding paragraphs, their admission as communicant members shall be recommended by the Senior Pastor to the Board of Elders which shall have the authority to act on such application on behalf of the Voters Assembly. The roster of new members shall be publicized in the various news media of the congregation.

Section 2. Privileges and Duties of Communicant Members

It shall be the privilege and duty of members of this congregation to:

- Grow in the Christian faith and life through faithful use of the means of grace, searching the Scriptures at home and in fellowship with other members of the congregation and its agencies, and partaking of the Lord's Supper frequently.
- Live a morally decent life before God and men, abstaining from open works of the flesh (Galatians 5:19-21), and so conducting themselves at all times as to bring credit rather than blame upon the Church of Jesus Christ.
- Provide for the proper Christian training of their children by instruction at home and through the agencies of the Church.
- Contribute toward the maintenance of the congregation and the extension of the Kingdom of God at home and abroad to the limit of their financial ability.
- Place their God-given talents and abilities at the disposal of the Pastor(s), the officers, and other agencies of the congregation as set forth in its Constitution and Bylaws, so that the purposes and functions of the congregation may be effectively implemented.

ARTICLE 2: VOTING MEMBERSHIP

Section 1. Eligibility

All communicant members of this congregation who are 18 years of age or over shall be voting members.

A list of those members attending and voting at each meeting of the Voters will be kept by the Secretary of that Assembly and appended to the official minutes of the meeting.

Section 2. Privileges and Duties of Voting Members

It shall be the privilege and duty of voting members of this congregation to:

- Conscientiously and prayerfully exercise their right of suffrage in all measures that will advance the work of Christ's Kingdom both locally and in the church-at-large.
- Willingly serve in any office or capacity for which their talents and abilities equip them.
- Faithfully attend all meetings of the Voters Assembly.
- Assist with wholehearted diligence in administering the temporal and spiritual affairs of the congregation.

ARTICLE 3: DISCIPLINE IN THE CONGREGATION

All discipline in this congregation shall be administered in accordance with the order of discipline laid down in Matthew 18:15-20, I Corinthians 5:1-5, and other related New Testament passages. The following procedure shall be followed under the direction of the Senior Pastor and the Board of Elders.

Section I. Communicant Membership - Termination

- A. Transfers. A member desiring transfer to another Lutheran congregation shall apply to the Senior Pastor. Upon approval by the Pastor, a letter of transfer shall be issued. The Board of Elders shall report all transfers to the congregation via church publications.
- B. Joining Other Churches. In cases where communicant members of this congregation have joined a non-Lutheran congregation, they shall be deemed to have terminated their membership in this congregation, forfeiting all rights and privileges of such membership. Their names shall be removed from the membership list of the congregation and reported via church publications.
- C. Excommunication and Self-Exclusion. When a member of Calvary Evangelical Lutheran Church has not communed for six months, the member will be contacted by an Elder and shall be admonished and encouraged. If, then, after twelve (12) months, the member has not responded to Christian admonition, the member shall be considered inactive. Such individuals shall be notified of such action and shall be declared to have excluded themselves from this Christian congregation.

Such self-exclusion releases the individual from all responsibilities to this congregation, but it also excludes the member from privileges of church membership. SUCH A PERSON, HOWEVER, WILL AT ALL TIMES BE CORDIALLY WELCOME TO ATTEND ALL DIVINE SERVICES IN OUR CHURCH. Persons who have been removed from active membership shall be restored with all rights and privileges after consultation with the Senior Pastor. If refused, the individual may appeal to the Board of Elders.

Excommunication is to be applied to members who persistently and unrepentantly conduct themselves in an unchristian manner; e.g. openly adheres to false doctrine, gives evidence of an immoral and offensive life, or willfully despises the preaching of the Gospel and the Lord's Supper. The Board of Elders shall consider the evidence and determine whether excommunication is warranted. If so, they shall make a recommendation to the Voters Assembly. Excommunication will occur on a three fourths majority vote of the voting members present in a meeting of the Voters' Assembly. Persons who have been excommunicated shall be restored with all rights and privileges when they repent and ask forgiveness through the Senior Pastor and the Board of Elders. Both acts of discipline and restoration shall be made known to all communicant members by whatever method the Pastor and the Board of Elders deem most suitable.

Section 2. Provisions Pertaining to Church Officers and Directors

Sufficient grounds for deposing an officer or director shall be persistent adherence to false doctrine, scandalous life, willful neglect of official duties or evident and protracted incapacity to perform the function of the office. In such cases, the officer or director may be deposed by a three fourths majority vote of the voting members present in a meeting of the Voters' Assembly. The Board of Elders shall initiate such disciplinary action. When an office is made vacant by deposition, resignation, death or excommunication of the incumbent, a successor to such officer or director shall be appointed by the Parish Planning Council to serve the remainder of the term.

Section 3. Provisions Pertaining to Called Workers

Sufficient grounds for deposing a pastor or duly called teacher shall be persistent adherence to false doctrine, scandalous life, willful neglect of official duties or evident and protracted incapacity to perform the function of the sacred office. Charges on any of these counts shall be carefully investigated by the board with supervisory authority over the called worker in question. Should such charges be substantiated by clear evidence, the individual involved shall first be given an opportunity to resign the position. Such opportunity having been given and declined, the above mentioned Board or Boards shall, after consultation with the appropriate officers of the Missouri District (LCMS), notify the Voters Assembly of the situation and shall submit the matter for action at a special meeting of that body. A three-fourths majority vote of the voting members present, shall be required to depose a called worker.

The congregation may release a called worker if the needs of the congregation change and the services of that called worker are no longer required. The above mentioned Board or Boards shall, after consultation with the appropriate officers of the Missouri District (LCMS), notify the Voters Assembly of the situation and shall submit the matter for action at a special meeting of that body. A three-fourths majority vote of the voting members present, shall be required to release a called worker.

Should the occasion to depose a pastor or teacher ever arise, the intended deposition shall be announced by the director of the board with supervisory authority over the called worker in question at regular divine services on the two Sundays preceding a special meeting of the voting members called for that purpose.

ARTICLE 4: MEETINGS OF THE CONGREGATION

Section 1. Regular Meetings

Regular meetings of the Voters Assembly shall be held quarterly. Dates and times of all Voters' Meetings shall be set by the Parish Planning Council.

All communicant members of the congregation may attend the meetings of the Voters' Assembly and participate in a discussion of any given item of business before the Voters' Assembly.

Every regular meeting of the Voters Assembly shall be announced at the worship services on two successive Sundays preceding the date of the meeting.

Section 2. Special Meetings

Special meetings of the Voters' Assembly may be called by the Board of Elders, by the Senior Pastor, at the request of any one of the Administrative Boards, or at the request of ten voting members of the congregation. Notice of the date and time of such a meeting and of the nature of the business to be transacted shall be given at the worship services on two successive Sundays preceding the date of the meeting.

Emergency meetings may be called by the Parish Planning Council after announcement at the Sunday worship services immediately preceding the time of the meeting. Only items specified in the agenda accompanying notice may be acted upon at such an emergency meeting.

Section 3. Order of Business at Meetings

The agenda for each regular meeting of the Voter's Assembly shall be set by the Parish Planning Council in advance of the meeting and publicized in the meeting notice. Those calling a special meeting shall include an agenda in the meeting notice. The President may, with the consent of the Voters Assembly, vary from the agenda in the interests of efficiency.

In general, for purposes of order, Robert's Rules of Order shall prevail.

Section 4. Restriction Pertaining to Voters' Assembly Meetings

Attending voting members of a properly called Voters' Assembly meeting shall constitute a quorum, except that under no circumstances shall less than twenty five members constitute a quorum. In the event of a tie vote, the President shall cast the deciding ballot.

There shall be no voting by proxy. Only those members physically present at the meeting may cast votes, unless specific procedures for absentee balloting have been established by the Parish Planning Council and published in the meeting notice.

ARTICLE 5: KEY STAFF POSITIONS

Section 1. Definition

The Voter's Assembly must approve the retention of Pastors, the Executive Director of School Ministry, the Administrative Director, all Called workers and any non-called personnel in positions that include significant spiritual leadership.

Section 2. Selection Procedures

A list of candidates for a vacant position shall be proposed by the corresponding Administrative Board after consultation with the appropriate District representative at the next regular meeting of the Voters Assembly or at a special meeting called for that purpose. Additional candidates may be proposed by any voting member at the meeting called to discuss the candidates. In cases of called workers, the list of candidates will be sent to the District for review prior to the adoption of a final list by the Voters. The Voters shall then adopt a list of candidates. At that meeting or at a subsequent regular or special meeting of the Voters Assembly, the Voters shall elect one of the proposed candidates by ballot and simple majority. It shall be the duty of the President to see that notice of the election is delivered promptly to the candidate.

Section 3. The Pastoral Office

The Pastoral Office is the authority conferred upon pastors by God, through a call of the congregation for the public exercise of the Office of the Keys. The Pastoral Office is the primary office in the congregation from which all other offices of the congregation issue. However, the congregation may establish as many auxiliary offices as its needs require and determine what work is to be assigned to such offices. Upon being installed, the pastor is authorized and obligated to proclaim to the congregation, jointly and severally, the Word of God in its full truth and purity as contained in the canonical writings of the Old and New Testaments and professed in the Book of Concord of the year 1580. He is further:

- To administer the sacraments in accordance with their divine institution;
- To discharge toward all members of the congregation the functions of a minister and curate of their souls in an evangelical manner, in particular to visit the sick and the dying and admonish indifferent and erring members;
- To spiritually guard the welfare of the younger members of the congregation and adults during their preparation for acceptance of Holy Communion;
- To guide the congregation in applying the divinely ordained discipline of the church;
- To provide spiritual leadership and oversight in the educational agencies and the various adult and youth organizations within the congregation;
- To serve as an example by Christian conduct and to do all that is possible for the upbuilding of the congregation and for the advancement of the Kingdom of Christ. By reason of his position the pastor is not only a servant and steward of God but also of the congregation. The pastor(s) shall have the authority and responsibility for supervising the musical portion of all worship services in conjunction with the Board of Elders, so that it is at all times in harmony with the doctrine and practice of the Lutheran Church - Missouri Synod.
- The Senior Pastor is the designated spiritual leader of the congregation. As such, he is expected to provide leadership and direction to other pastor(s) and staff as appropriate to accomplish the work of the church. The Senior Pastor may delegate duties and approvals as necessary for the efficient conduct of business.

Members of the congregation are obligated to accord the pastors honor, love, and obedience in their ministry of God's Word, and to support their ministrations with diligence and faithful prayers; to help them in the discharge of their duties by cordial one-mindedness, by willing readiness, by peaceable conduct, and in every other way possible; and to provide for their maintenance according to the ability of the congregation. In calling a pastor to preach the Word of God and to administer the sacraments on their behalf, the members of the congregation exercise their royal priesthood and by no means relinquish it. This is the privilege and responsibility of all members of the Church.

Section 4. Office of Executive Director of School Ministry

The Executive Director of School Ministry is to perform the duties of the office in all its parts according to the Word of God and the needs of the congregation. The following duties are assigned to the Executive Director of School Ministry:

- The Executive Director of School Ministry shall represent the school, whenever representation of the school as a whole is necessary, and endeavor to work for the efficiency of the entire school.
- The Executive Director of School Ministry shall exercise the office in a climate of Christian unity and serve as educational leader of the school.
- The Executive Director of School Ministry shall lead the school staff in zeal for and in devotion to the school and its improvement as an educational agency and a Christian institution.
- The Executive Director of School Ministry shall keep the Senior Pastor fully informed as to school activities and problems, counsel with the pastors and strive to manage and lead the school in accordance with the pastors' spiritual advice based on the Word of God.
- The Executive Director of School Ministry shall serve as executive advisor of the Board of Christian Education, and shall keep the Board informed as to the courses of study outlined by the Board for Parish Education of Synod, and by the local and the State Department of Education. The Executive Director of School Ministry shall administrate the policies established by this Board.
- The Executive Director of School Ministry shall periodically submit a report on some area of school work at regular meetings of the congregation.
- The Executive Director of School Ministry shall supervise instruction in the school and have charge of enrollment, attendance, hygiene and sanitation, decorum, safety and records.
- The Executive Director of School Ministry shall be responsible for supervising the school lunchroom program.
- The Executive Director of School Ministry shall show interest in all endeavors in the field of Christian Education and perform such other duties as are assigned by the congregation.
- The Executive Director of School Ministry shall endeavor to advance professionally.
- The Executive Director of School Ministry shall prepare and administer the school budget in cooperation with the staff and the Board of Christian Education.

Members of the congregation are obligated to receive the Executive Director of School Ministry as a servant of the Word, to honor and love as such, to keep our children in true Christian submission, and to support with diligent, faithful assistance and prayer, to render the discharge of duties pleasant by peaceable conduct and in every other possible way, to encourage by word and deed, to aid in the maintenance of Christian discipline in school, and in love and respect to provide maintenance according to the ability of the congregation.

Section 5. Office of Teacher

The office of a called teacher is the authority conferred upon a teacher by God, through a call of the congregation, to perform the duties of the office in all its parts according to the Word of God and the needs of the congregation.

Upon being installed, called teachers are authorized and obligated to instruct and train the children under their care diligently and faithfully in the Word of God as contained in the canonical books of the Old and New Testaments and confessed in the Confessional Writings of the Lutheran Church, and found in the Book of Concord of 1580, and to base such instructions on the Small Catechism of Dr. Martin Luther; to accord them also a thorough Christian Education in branches of learning prescribed by a course of study adopted or approved by the congregation; to maintain Christian discipline in the school and to this end employ such means as are in accord with the Holy Scripture and within the bounds of Christian reason and justice.

- To serve the congregation as an example of Christian conduct, to endeavor earnestly to live in Christian unity with the pastors and ones fellow teachers, to work under the supervision of the Senior Pastor, Executive Director of School Ministry and the Board of Christian Education, and by the grace of God to do everything possible within the sphere of one's calling towards the promotion of the school and for the general advancement of the Kingdom of Christ, both locally and generally.
- To perform such other offices as are in the interest of Christian education and to the welfare of church and school and as have been mutually agreed upon, as the circumstances of the congregation may require and as time and ability may permit.

Members of the congregation are obligated to receive the teachers as servants of the Word, to honor and love them as such, to keep our children in true Christian submission to their teachers, and to support their work among us with diligent, faithful assistance and prayer, to render the discharge of their duties pleasant by peaceable conduct and in every other possible way, to encourage by word and deed, to aid in the maintenance of Christian discipline in school, and in love and respect to provide for them maintenance according to the ability of the congregation.

Section 6. Office of Administrative Director

The Administrative Director is to perform the duties of the office in all its parts according to the Word of God and the needs of the congregation. The following duties are assigned to the Administrative Director:

- The Administrative Director shall endeavor to work for the efficiency of the church's entire ministry.
- The Administrative Director shall exercise the office in a climate of Christian unity.
- The Administrative Director shall lead the church staff in zeal for and in devotion to the church and its improvement as a Christian institution.
- The Administrative Director shall keep the Senior Pastor fully informed of church business and problems, counsel with the pastors and strive to manage and lead the administrative functions in accordance with the pastors' spiritual advice based on the Word of God.
- The Administrative Director shall serve as executive advisor of the Board of Parish Administration, and shall keep the Board informed as to administrative and business issues that face the church. The Administrative Director shall administer the policies established by this Board.
- The Administrative Director shall periodically submit a report on some area of church administration at regular meetings of the congregation.
- The Administrative Director shall supervise the business management of the church and have charge of personnel, financial and property management issues.
- The Administrative Director shall show interest in all endeavors in the field of church administration and perform such other duties as are assigned by the congregation.
- The Administrative Director shall endeavor to advance professionally.
- The Administrative Director shall prepare and administer the church budget in cooperation with the Treasurer and the Board of Parish Administration.

Members of the congregation are obligated to receive the Administrative Director as a servant of the Word; to honor, love and to support the work among us with diligent, faithful assistance and prayer; to render the discharge of duties pleasant by peaceable conduct and in every other possible way; to encourage by word and deed and in love and respect to provide maintenance according to the ability of the congregation.

ARTICLE 6: ELECTION OF OFFICERS AND ADMINISTRATIVE BOARDS

Section 1. Officers of the Congregation

The Voters Assembly shall select the following officers of the congregation: President, President-Elect, Treasurer, Directors and Assistant Directors for each Administrative Board according to following procedures. The term of office shall be two years, except as otherwise provided.

Section 2. Nomination Procedure

At the first quarterly meeting of the Voters Assembly of the calendar year, the Parish Planning Council shall announce its selection of at least three qualified voting members who, together with the Senior Pastor, shall serve as the Nominating Committee.

The Nominating Committee shall prepare a list of candidates drawn from among voting members of the congregation. This list shall then be made available to communicant members of the congregation prior to the annual election. Only male candidates shall be eligible for membership on the Board of Elders.

Following the publication of the Nominating Committee's list, any communicant member of the congregation may submit to the Committee additional names for inclusion on the list, and such names shall be placed in nomination by the Committee along with the candidates already chosen, provided that:

1. Such names shall be submitted at least 10 days before the date of the election, and
2. The Nominating Committee shall have investigated the status of the proposed candidates and found them spiritually eligible for office and willing to serve, and
3. The Senior Pastor must have approved the candidates.

The Nominating Committee, at least one week before the date of the election, shall publish the list of candidates for those offices and board positions whose term is expiring.

Section 3. Election procedure

The voting membership shall elect, by simple majority, officers and board members from the list submitted by the Nominating Committee. Only candidates defeated for office may be placed in nomination by the Voters Assembly at the election meeting for any office not yet filled.

Section 4. Automatic succession

The office of President and Director of each administrative board shall not be elected except as provided later herein. At the conclusion of the President's term of office, the President-Elect shall become President. At the conclusion of the director's term of office, the Assistant Director shall become the Director of the applicable Board.

Section 5. Installation of Officers - Term of Office

The newly elected officers and Board members of the congregation shall be installed by the last Sunday in May, and shall assume their duties of office as of June 1st. The term of office of all Officers, Directors, and Board members shall be two years, terminating on May 31st of the second year of their terms.

Section 6. Special provisions for first election after adoption of the bylaws

At the first election following the adoption of these bylaws, the following special provisions shall apply:

- The nominating committee shall designate half of the board member positions to serve a one year term of office. Remaining board members shall serve the regular two year term.
- The nominating committee shall list candidates for the office of President and a Director for each administrative board, from which list the congregation shall elect a President and Director for each administrative board.

ARTICLE 7: DUTIES OF OFFICERS - FUNCTIONS, POWERS, ORGANIZATION OF ADMINISTRATIVE BOARDS AND THE PARISH PLANNING COUNCIL

Section I. Duties of Officers

The President of the congregation shall preside at all meetings of the Voters Assembly. The President shall enforce the Constitution and Bylaws of the congregation and carry out the expressed will of the congregation as embodied in the resolutions of the Voters Assembly. All boards, committees, auxiliaries, groups, etc., in the congregation shall be responsible to the President and shall be welcome at any and all meetings of such groups, either in person or as represented by such person or persons may be appointed. The President shall preside over the meetings of the Parish Planning Council and shall endeavor to coordinate the functions, plans, and activities of the congregation in all its parts for the total furtherance of the work of Christ's Kingdom in our midst.

The President shall appoint a secretary immediately after taking office, who shall continue in office until the President's term of office expires. The Secretary shall be present at all Voters' meetings of the congregation and at all meetings of the Parish Planning Council and shall enter the minutes of all meetings of said groups in a permanent record book over the Secretary's signature. The Secretary shall conduct all official correspondence of the congregational Boards and committees under the supervision of the President. In general the Secretary shall perform all the duties normally pertaining to that office and such additional duties as delegated by the Voters Assembly.

The President shall appoint assistant treasurers in the number and for the specific purposes requested by the Treasurer. The President shall appoint a qualified independent auditor from outside the congregation and submit the auditor's report to the Voters Assembly annually.

The President-Elect of the congregation in the absence of the President shall act for and in the stead of the President, being available for whatever duties the President shall assign.

The Treasurer shall:

1. Coordinate the preparation of the annual budget with the Administrative Director and present the budget to the Voters Assembly.
2. Monitor financial status and report to the Board of Parish Administration, PPC, Voter's Assembly and congregation as appropriate.
3. Oversee preparation of appropriate financial records for the congregation.
4. Develop and oversee systems for internal control, recording of receipts and disbursements, as well as other finance related matters.
5. Serve as a resource for staff and administrative boards on fiscal issues and consult with the PPC on the financial impact of proposed actions.
6. Monitor performance of congregational investments according to established congregational policies.
7. Furnish the congregation a surety bond if required by the PPC. Such bond shall be procured and the premiums paid by the congregation.
8. Have the authority to delegate any treasurer duties as listed above to an assistant treasurer, appointed by the congregational President.

Section 2. The Parish Planning Council

The Parish Planning Council shall consist of the President, the President-Elect, the Treasurer, the Directors of the Administrative Boards, the Administrative Director, the Executive Director of School Ministry, and the Senior Pastor of the congregation, all of whom will hold voting membership on the Parish Planning Council until their term of office expires. In addition to duties and responsibilities listed elsewhere in these bylaws, the Parish Planning Council shall:

1. Serve as the point of liaison between the Senior Pastor, the Executive Director of School Ministry, the Administrative Director, the Officers of the congregation, and the various Administrative Boards in planning the total work of the congregation.
2. Prepare and revise long and short term strategic plans for the congregation. Approve the draft budget prior to submission to the Voter's Assembly.
3. Approve personnel policies as proposed by the Board of Parish Administration.
4. Settle jurisdictional disputes between Administrative Boards.
5. Fill unexpired terms or shortages of personnel by appointment.
6. Administer the affairs of the congregation, except those duties reserved by the Voter's Assembly or delegated to the Administrative Boards and staff.
7. Approve and adjust the Directives to the Administrative Boards.

The Parish Planning Council shall keep a permanent set of minutes for each meeting, and such minutes shall be the property of the congregation.

Section 3. The Administrative Boards

A. General Duties and Powers of Administrative Boards

Each Administrative Board shall submit a report of its activities at each regular meeting of the Voters Assembly, and on such other occasions as the Voters Assembly shall require. Such reports shall include specific recommendations (if any) for congregational action and/or approval.

Employees and paid staff may not serve on an Administrative Board that supervises the role served by the staff member.

Each Administrative Board shall initiate and carry out such activities and programs within the congregation as will enable it to perform effectively its functions and duties as outlined in its set of directives or given by specific resolution of the Voters Assembly.

Each Administrative Board shall be empowered to administer all funds set aside for its work by budget appropriation or by special resolution of the Voters' Assembly.

The Voters Assembly may, at its discretion, restrict such expenditures to conform with the actual financial condition of the congregation at any given time. Each Administrative Board shall be jointly and severally liable for all expenditures not authorized either by the budget or by special resolution of the congregation.

Each Administrative Board shall keep a permanent set of minutes for each meeting, and such minutes shall be the property of the congregation.

B. Organization and Meetings of Administrative Boards

Each Administrative Board shall be under the direct control and supervision of the Director of that Board. Following the election of the Director of each Board and the number of Board members required, the Director of the respective board shall designate and appoint from among the Board members those individuals who are to be responsible for various phases of the work of that Board.

Such appointments are to be made within two weeks of the date of their election, and notification of such appointments is to be given to the President of the congregation for publication to the members.

The time and frequency of Board meetings shall be at the discretion of the Director of the Board and the Board members, except that, for good and sufficient reason, either the President of the congregation or the Senior Pastor may call a meeting of the Board at any time. Meetings thus called shall be classified as special meetings, and each person involved shall be notified of the date, time and purpose of such a meeting.

Section 4: Amendments

These Bylaws may be amended at any meeting of the Voters Assembly by a simple majority vote, provided:

1. That a motion to submit for consideration such a proposal to amend has been made at a regular meeting of the Voters Assembly.
2. That the proposed changes and the date of the meeting at which the proposed amendment is to be acted upon be announced in all worship services on the preceding two Sundays.

All amendments to the Bylaws or to the Constitution shall be recorded in the official copy of the Constitution and Bylaws in the possession of the current Secretary of the Congregation. No amendments to these bylaws will become effective until and unless they are approved by the Missouri District of the Lutheran Church – Missouri Synod.

Mission: The mission of the Board of Elders is to support and develop the spiritual welfare of the Pastor(s) and congregation members, including the supervision of everything pertaining to congregational worship.

Membership: This board will consist of eight members, including the director and director elect. Committees and task forces formed by this board may include non-members, but should be led by a board member.

Objectives:

1. Pastoral Support
 - a. Pray for the Pastor(s) and other spiritual leaders.
 - b. Attend to the spiritual, emotional, and physical health and welfare of the Pastor(s) and his family (adequate compensation, housing, free time, vacation, assistance in times of illness).
 - c. Assist the Pastor(s) in counseling with difficult cases and in finding peaceful and God-pleasing solutions to personal problems within the congregation.
 - d. Call new Pastors and members of the ministry team as needed.
 - e. Provide for vicars, assistants, substitute Pastors and guest speakers as needed.
2. Member Support
 - a. Take spiritual charge and oversight of members and area of ministry assigned to them in liaison with the Pastor(s) and other concerned boards of the congregation.
 - b. Maintain discipline within the congregation according to Scripture, the Lutheran Confessions and Article 2 of the Constitution and Article 3 of the Bylaws of this congregation and exercise discipline when required.
 - c. Ensure that the congregation functions in accordance with the established doctrine of the Church as listed in Article 2 of the Constitution.
 - d. Review communion and church attendance of all members, make calls on inactive and follow up on all newborn children in the congregation until they are baptized.
 - e. Ensure visitation of the sick, hospitalized, aged and shut-in.
 - f. See to the prompt transfer of members who move away.
 - g. Administer, in conjunction with Pastor, the congregation's Welfare Fund and appropriate charity designations.

3. Outreach/Integration

- a. Share with Pastor(s) in the entire program of proclaiming the Gospel to all.
- b. Determine eligibility of individuals applying for membership in this congregation according to Article 4 of the Constitution and Article 2 of the Bylaws.
- c. Supervise the instruction of youth and adults for confirmation and church membership.
- d. Welcome and offer membership transfer to Lutherans moving into the community.
- e. Supervise the total work of Lutheran Women's Missionary League (LWML).

4. Worship

- a. Oversee and assist with worship planning
- b. Assist the Pastor(s) with communion distribution, reading of Scripture, etc. as required.
- c. Approve significant variations in established forms of worship, liturgies or hymns for use in public worship.
- d. Coordinate with Altar Guild the care and use of sacred items for worship (vessels, alter, furnishings, vestments), in maintaining adequate supply of expendable items used in worship, decoration of the church and distribution of alter flowers.
- e. Oversee the ushering staff.
- f. Maintain and supervise adequate nursery facilities and personnel.

Standing Committees (minimum, others may be formed by the board):

1. Altar Guild

Staff Accountabilities:

1. Senior Pastor
2. Associate Pastor(s)
3. Ministry Assistant(s)
4. Minister of Music and the Arts

Expected Reports:

1. *Monthly:* A summary of Board activities should be submitted to the church office by the end of the week preceding each monthly Parish Planning Council meeting. This report should summarize the past month's Board and any sub-committee activities, as well as a summary of planned future activities.
2. *Quarterly:* Once a quarter each Board shall summarize activities for the last quarter for presentation at the quarterly Voter's Assembly. This report should be one to two pages. It should also contain a summary of planned activities for the coming quarter. This report should be submitted to the church office the week before the scheduled quarterly Voter's meeting.
3. *Annually:* At the end of the fiscal year, the outgoing Board Director should submit a summary of the year's activities and goals and objectives for the coming year. This report should be submitted to the church office by the last day of the current fiscal year, June 30th.

Mission:

The mission of the Board of Parish Ministry is to plan and administer the various ministries of the congregation exclusive of worship.

Membership:

This board will consist of eight members, including the director and director-elect. Committees and task forces formed by this committee may include non board members, but should be led by a board member.

Objectives:

1. Parish Education
 - a. Establish objectives, set policies for and supervise the total education program for parish educational ministry.
 - b. Study and adopt or adapt helps suggested by the education departments of Synod, District and Circuit.
 - c. Enlist, train, place and strengthen lay teachers and activity leaders as congregational needs require.
 - d. Maintain, improve and cultivate the use of a church library.
2. Youth
 - a. Facilitate assimilation of newly confirmed youth into appropriate study and social activities.
 - b. Promote the education and spiritual growth of the young people of the congregation and community through Bible study, prayer and Christian service.
 - c. Plan, together with the Pastor(s), appropriate utilization of youth and young adults in congregational worship services, activities and programs.
 - d. Welcome and include college students in various age-appropriate activities.
3. Outreach and Evangelism
 - a. Seek and implement ways to extend the Gospel message within our local, national and world community in consultation with the Board of Elders.
 - b. Publicize congregational worship services and events.
 - c. Provide content for relevant and current internet and social media presence for the congregation, including a schedule of congregational activities.
 - d. Promote internal discipleship and external discipling.
 - e. Share with one another the love that God first shared with us.
 - f. Train and support volunteers to greet and follow-up with visitors at worship services and outreach events.
 - g. Evaluate programs and materials that may be useful in outreach ministry activities.

4. Stewardship

- a. Provide and promote subscriptions to church periodicals to the congregation.
- b. Plan, supervise and implement recurring yearly events to focus attention on the major aspects of the congregation's work.
- c. Prepare and submit annual budget request in the form and at the time requested by the Board of Parish Administration.
- d. Study scriptural principles regarding the total stewardship calling of the Christian – as a member of his family, as a neighbor and citizen and as a congregational member – and share those insights with congregation members.
- e. Maintain a program to discover and enlist for Kingdom service the talent God has given to the congregation.
- f. Contact and encourage new and current members of the congregation to identify and utilize their talents for use in Christ's work.
- g. Provide opportunities for the development of talents (training courses, workshops, etc.)
- h. Conduct an annual program to reequip every member with basic Biblical stewardship principles and practices for Christian discipleship.
- i. Annually give every member an opportunity to make a commitment of his treasure for Kingdom work through the congregation.

5. Fellowship

- a. Plan, supervise and implement larger gatherings of the congregation to further the goals of the congregation.
- b. Maintain an adequate group of willing workers who will help to plan, coordinate and execute the work necessary for the successful accomplishment of fellowship goals.
- c. Provide a general atmosphere of friendliness among the members on a smaller scale by suggesting to groups, societies, studies and the like, ways of bringing their members in to meaningful personal relationships.
- d. Provide for the integration of new members and their families into the congregation through periodic mentorship events and activities.
- e. Review and adopt or adapt materials and ideas from various sources to encourage participation of congregational members by connecting them with opportunities such as family nights and the like.
- f. For administrative purposes and program development, evaluate and monitor the content and intent of auxiliary fellowship groups, such as Scouting and other such agencies.

Standing Committees (minimum, others may be formed by the board):

- Youth, Parish Education and Evangelism/Outreach

Staff Accountabilities:

None

Expected Reports:

4. *Monthly*: A summary of Board activities should be submitted to the church office by the end of the week preceding each monthly Parish Planning Council meeting. This report should summarize the past month's Board and any sub-committee activities, as well as a summary of planned future activities.
5. *Quarterly*: Once a quarter each Board shall summarize activities for the last quarter for presentation at the quarterly Voter's Assembly. This report should be one to two pages. It should also contain a summary of planned activities for the coming quarter. This report should be submitted to the church office the week before the scheduled quarterly Voter's meeting.
6. *Annually*: At the end of the fiscal year, the outgoing Board Director should submit a summary of the year's activities and goals and objectives for the coming year. This report should be submitted to the church office by the last day of the current fiscal year, June 30th.

Mission:

The mission of the Board of Education is to plan and administer the educational program of the congregation's early education center and elementary school, including the supervision and selection of the school's director(s), principal and teachers.

Membership:

This board will consist of eight members, including the director and director-elect. Committees and task forces formed by this committee may include non board members, but should include at least one board member.

Objectives:

1. Ensure Calvary's school can fulfill its mission: "Calvary Lutheran School and Early Education Center supports parents in fulfilling their God-given responsibilities by creating a Christ-centered environment where students are challenged, encouraged, and enabled to be lifelong learners and grow spiritually, physically, academically, cognitively, culturally, emotionally, and socially. Christ is shared through love in our daily interactions with all people"
2. Provide for the Christian nurture of children enrolled in the school programs (Early Education Center (EEC), Day School, Extended Care and Summer-VERB program)
 - a. Establish objectives and analyze performance for educational programs
 - b. Foster connections between school families and church families
3. Oversee curriculum, program elements and accreditation of the EEC and day school
 - a. Strengthen families as basic units of Christian Education
 - b. Ensure Accreditation reports are submitted annually to both NLSA and Missouri non-public schools
 - c. Approve curriculum and analyze performance and seek constant improvement
 - d. Ensure permanent files are established and maintained for all children
 - e. Assist in school discipline as appropriate
4. Develop and implement a marketing plan for the education programs.
 - a. Promote visibility of the Early Education Center, Day School and Summer-VERB program
 - b. Assure appropriate community relations between educational programs and relevant community organizations
5. Ensure personnel oversight and growth
 - a. Properly call, release from call, and, in conjunction with the Principal and EEC Director, supervise the conduct of all Called teachers and staff
 - b. Properly contract and, in conjunction with the Principal and EEC Director, supervise the conduct of non-called teachers and staff
 - c. Provide for the professional growth of the educational staff
 - d. Annually review and make recommendations concerning the adequate compensation of teachers and staff

- e. Ensure that educational staff comply with personnel policies as set forth by the Board of Parish Administration
 - f. Recommend changes to personnel policies to the Board of Parish Administration as needed
6. Relationships with other Boards and PPC
- a. Examine the education facilities and equipment, and make recommendations to the Board of Parish Administration as to upkeep, repairs, replacements and new equipment as needed
 - b. Prepare and submit an annual budget as requested by the Board of Parish Administration
 - c. In conjunction with PPC and Elders, set requirements and financial levels for the member grant program
 - d. Provide requirements for technology usage, growth needs, and infrastructure to Parish Administration
7. Standing Committees (minimum, others may be formed by the board):
- a. Parent Teacher League
 - b. Marketing Committee
 - c. Various Development (fundraising) committees as needed – Auction, WFC, Grandparents Day, etc
 - d. Participate in Technology Committee
 - e. Participate in Finance Committee
8. Staff Accountabilities:
- a. K-8 Principal
 - b. K-8 Teachers and staff
 - c. EEC Director(s)
 - d. EEC Teachers and staff
 - e. Administrative Support Personnel for School
 - f. Lunch Program administrator and staff
 - g. Summer-VERB program teachers and staff
 - h. Bus drivers
 - i. Extended Care teachers and staff
9. Expected Reports:
- a. Monthly: A summary of Board activities will be submitted to the church office by the end of the week preceding each monthly Parish Planning Council meeting. This report will summarize the past month's Board and any sub-committee activities, as well as a summary of planned future activities.
 - b. Quarterly: Once a quarter the Board will summarize activities for the last quarter for presentation at the quarterly Voter's Assembly. This report will be one to two pages. It will also contain a summary of planned activities for the coming quarter. This report will be submitted to the church office the week before the scheduled quarterly Voter's meeting.
10. Annually: At the end of the fiscal year, the outgoing Board Director will submit a summary of the year's activities and goals and objectives for the coming year. This report will be submitted to the church office by the last day of the current fiscal year, June 30th.

**Directives from Parish Planning Council
Board of Parish Administration**

Mission:

The mission of the Board of Parish Administration is to support and develop the business of the congregation, including the supervision of everything pertaining to the secular administration of the congregational missions.

Membership:

This board will consist of eight members, including the director and assistant director. Committees and task forces formed by this committee may include non board members, but should be led by a board member.

Objectives:

1. Oversee the business aspects of church and school operations, including personnel administration.
 - a. Develop and oversee personnel policies
 - b. Review/approve hiring and termination policies and procedures
 - c. Annually review benefits offered and provider contracts
 - d. Manage compliance to personnel law
 - e. Support personnel development and performance by providing evaluation processes.
2. Oversee use and maintenance of church facilities and shared resources (such as IT).
 - a. Maintain all church owned facilities to safely serve their intended purpose
 - b. Manage rental properties
 - c. Liaise with representatives of jointly-owned property to assure Calvary's needs are met and interests protected.
 - d. Provide custodial and maintenance services
 - e. Maintain an inventory of major equipment
 - f. Manage accessibility and scheduling of facilities for ministry purposes
 - g. Secure facilities, equipment and supplies.
 - h. Provide shared IT services including maintaining a computer inventory, managing the network, providing enterprise software, troubleshooting issues.
3. Oversee financial management of the congregation, including budget and financial reporting.
 - a. Oversee billing and collections, including appropriate consideration of hardship.
 - b. Manage the accounts payable process and monitor cash flow.
 - c. Manage debt and loan repayment
 - d. Manage invested funds and the endowment.
 - e. Arrange for acceptance, reporting and carrying out of gifts, including restricted funds and memorials.
 - f. Approve all appeals for funds within the church and school communities.
 - g. Receive and monitor offerings. Provide members giving statements.
 - h. In cooperation with the Treasurer develop the annual budget.
 - i. Support financial reporting. Make financial information available to voter's, congregational leadership and board directors.

4. Establish and maintain a program of communications.
 - a. Maintain a variety of communication channels for members and school families to share information about news and events. Include brand identification and standards for messages, audiences, media and venues for communication.
 - b. Maintain community relations on secular matters, including neighborhood associations and government relations.
 - c. Provide for internet and social media presence in collaboration with Boards of Education and Parish Ministry.
5. Provide risk management and contracting oversight for the Congregation.
 - a. Negotiate, sign and manage all non-employment contracts for the congregation.
 - b. Approve the form of and execute employment contracts.
 - c. Maintain appropriate insurance for liability and property protection.
 - d. Establish records management expectations.

Standing Committees (minimum, others may be formed by the board):

- Technology
- Financial Management
- Personnel Management
- Facilities
- Communications
- Liaison with LEAF Board of Directors

Staff Accountabilities:

1. Administrative Director
2. Business manager
3. Facility Manager and facility staff
4. Administrative support personnel

Expected Reports:

1. *Monthly:* A summary of Board activities should be submitted to the church office by the end of the week preceding each monthly Parish Planning Council meeting. This report should summarize the past month's Board and any sub-committee activities, as well as a summary of planned future activities.
2. *Quarterly:* Once a quarter each Board shall summarize activities for the last quarter for presentation at the quarterly Voter's Assembly. This report should be one to two pages. It should also contain a summary of planned activities for the coming quarter. This report should be submitted to the church office the week before the scheduled quarterly Voter's meeting.
3. *Annually:* At the end of the fiscal year, the outgoing Board Director should submit a summary of the year's activities and goals and objectives for the coming year. This report should be submitted to the church office by the last day of the current fiscal year, June 30th.