

Southwest California Synod Call Process Handbook



For Congregational
Councils

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Southwest California Synod
Evangelical Lutheran Church in America
God's work. Our hands.

Dear Call Committee and Council members,

God bless this important ministry to which you have been called! Serving on a call committee and council during a pastoral transition is exciting and sacred work. You may have participated in calling a pastor or deacon in the past, or this may be your first experience. I thank God for your willingness to serve in this way.

You may be surprised to learn that this work can be one of the most spiritually satisfying experiences you will have. I encourage you to pray often, together and by yourself, for God to guide your decision-making. Ask God to send you the right leader. Ask for the Holy Spirit to guide your call committee. Ask your congregation to join you in praying for the leader God will send. This entire process can be a time of renewal and refreshing as you lean into God's promises to provide for God's people.

I invite you to ask questions during the process. Ask questions of your synod representative who is here to help. Ask your congregation for input on your interviews. Ask each other for honest assessments and feedback. Ask the candidate the kinds of questions you need to ascertain if they are the right leader for you. Your curiosity is a gift.

Your personal experience and wisdom are also gifts. Please bring your life experience and personhood to this process. God uses people, and God will use you.

Your team will determine how often you will meet and how you will make decisions. We ask for you to be open-minded and communicative. We invite you to be honest and respectful. You do not need to have experience in hiring. You do not need to be a great writer or orator. You need to love God and love your church and speak from your heart about your understanding of the ministry of your congregation. Thank you for saying "yes" to this ministry of your church and the denomination.

Yours in Christ,

Bishop Brenda Bos

THE CALL PROCESS TIMELINE

Step One: Your Pastor Resigns (30 days)

1. After your pastor notifies the congregation, they send a copy of the Letter of Resignation to the Bishop.
2. The Bishop meets with the Congregation Council to assess the interim needs of the congregation during the pastoral vacancy and explain the Mission Exploration Team (MET) and Call process.
3. Closure with your pastor.
An Assistant to the Bishop conducts an exit interview with the pastor.
The congregation holds a farewell celebration.
After the resignation, the pastor clarifies that they will have no pastoral duties with members of the congregation.

Step Two: Interim Ministry Begins (1-3 months)

1. The Synod assists with Sunday supply until an Interim Pastor is identified.
2. The Bishop appoints an Interim Pastor.
3. The Council meets with the appointed Interim, gives its endorsement, and a Letter of Agreement is signed. (Note: the Interim Pastor will not be available for Call by the congregation)
4. The Interim Pastor cares for the congregation and helps it evaluate its stewardship practices and programs.
5. The Interim Pastor oversees the audits of the congregation's financial records, membership statistics, and constitution.
6. The Council selects 5-7 members of the congregation to serve on the MET.
7. The Council reviews the constitutional requirements for the selection of the Call Committee and helps form the Call Committee.
8. The Council approves a budget for the Call Committee's expenses.

Step Three: The MET's Task (3-6 months)

1. An Assistant to the Bishop meets with the congregation's Mission Exploration Team.
2. A member of a neighboring ELCA congregation and a member of the Synod's Renewal Table meet with the MET for four sessions.
3. Through study and reflection on the congregation's community, the MET identifies up to three new mission opportunities for the congregation.
4. The MET presents its findings to the Council and Congregation, secures their endorsement, and shares them with the Call Committee.

While it is difficult to predict how long the call process will take, the timeline attempts to illustrate the phases of the process. It is important to realize that there are many variables which need to be factored into each congregation's situation.

1 month-6 weeks

Ministry Site Profile and Leadership needs profile prepared for submission to the Bishop's office. This phase lays the foundation for the entire process and should not be hurried. Adequate time must be allowed to hear from the entire membership of the congregation.

3-4 weeks

The Bishop's office reviews possible candidates (those forwarded by the congregation as well as pastors asked by the Bishop to consider interviewing with the congregation), decides which candidates will be recommended to the Call Committee.

2-3 months

The Call Committee contacts candidate, arranges and conducts interviews. The logistics of inviting a candidate for a visit may take time since several calendars are involved.

2-3 weeks

The Congregation Council receives the Call Committee's recommendation and schedules a special congregational meeting to vote on issuing the Call.

Most congregation constitutions require a two week notice to its members before such a meeting to call can take place.

1 month

Constitutionally, pastors are usually allowed 30 days to respond to a call.

1-2 months

Most congregation constitutions provide for a 30-day period between the time a pastor resigns and concludes their ministry. This time allows for a proper and orderly transition.

THE WORK OF A CALL COMMITTEE

Jesus came to Galilee, proclaiming the good news of God and saying, "The time is fulfilled, and the kingdom of God has come near; repent and believe in the good news."

As Jesus passed along the Sea of Galilee, he saw Simon and his brother Andrew casting a net into the sea, for they were fishermen. And Jesus said to them, "Follow me, and I will make you fish for people."

And immediately, they left their nets and followed him. As he went a little further, he saw James, son of Zebedee, and his brother John, who were in their boat mending the nets. Immediately he called them, and they left their father Zebedee in the boat with the hired men and followed him.

They went to Capernaum, and when the Sabbath came, he entered the synagogue and taught. They were astounded at his teaching, for he taught them as one having authority.

Mark 1:44-22



The work of a Call Committee that culminates in a Congregational vote to call a Rostered Minister is a Holy Calling in and of itself. A Call Committee is entrusted with an incredibly important responsibility. This manual offers assistance to that called process so that it can be executed faithfully and effectively. Our prayer is that it will prove helpful to you.

What is a Call?



While there are aspects of your task that look much like "hiring an employee," rostered ministers in the Church are not "hired" but "Called" after prayerful deliberation.

This distinction is more than simple semantics. Those called to leadership positions in the Church are gifted with a relationship with the people of God that allows them to be part of people's lives at the most sacred and precious events of life. Lutherans understand leadership to be a call to proclaim both Law and Gospel. Ministers are called to comfort and console, support, and care for God's people.

They are also called to proclaim and live a corrective and challenging Word from God that may at times cause discomfort. If the relationship between leader and congregation is seen simply as an employer-employee arrangement, the latter responsibility would be hard to carry out.

Who Does What; Glossary of Terms

Rostered Minister—

Although the majority of Call Committees are formed to call a pastor to their Church, this manual uses the term “Rostered Minister” rather than “pastor”. In the ELCA, Rostered Minister status is granted to pastors Ordained to Word and Sacrament and Word and Service (known as Deacons) Ministry.

Rostered Minister Profile— (RMP)

The Church-term for Resume. This form, completed by the candidates, includes responses to a number of questions about their theology, their understandings of their gifts for ministry, personal information, employment, and educational history. References included

Compensation Package--

The actual financial impact on the Church’s budget to support the minister called to your congregation. This includes Salary and Housing Allowance, Pension and Health Benefits. Car Allowance, Continuing Education, professional expenses, Social Security assistance (if offered) and the like. It is helpful for the candidates when there is clarity as to what is available to them to cover the day-to-day living expenses, and what benefits that the leader would not receive directly, such as a Pension and Health Benefits.

Letter of Call—(LOC)

The official letter and supporting documents extending the congregation’s call to the Rostered Minister. Including the compensation package. This form will be filled out by the Synod office. We will send the LOC to the Council for signatures, and the original to be returned to the Synod office for proper distribution.

Ministry Site Profile— (MSP)

In short, the Resume of the congregation that shares congregational history, current structures and staffing patterns, hopes for future mission directions, demographic data about the community, as well as the gifts for leadership being sought by the congregation.



STEPS IN THE CALL PROCESS-Checklist

- ÿ Contact Synod Office
- ÿ Form MET Team
- ÿ Produce MET report
- ÿ Form Call Committee
- ÿ Prepare Ministry Site Profile (MSP)
- ÿ Meet with Synod Staff
- ÿ Identify Potential Candidates
- ÿ Interview Candidates
- ÿ Recommend Candidate
- ÿ Hold Congregational Meeting

Prayers for a Shepherd

ABIDING IN THE FIELD

AND THERE WERE IN THE SAME COUNTRY SHEPHERDS



KEEPING WATCH OVER THEIR FLOCK BY NIGHT

LUKE 2:8

Almighty God, you alone are the great Shepherd of the sheep, and we turn to you to lead and guide us in all things. Our trust and our hope are in you.

You are the way, the truth, and the life.

As you have raised up faithful servants of your holy word to tend your flock in each time and place, send us now, we pray, a faithful shepherd to lead our flock.

Send us a shepherd, loving God.

Send us a shepherd of goodness and grace, of strength and faith, of righteousness in your sight.

Send us a shepherd, loving God.

Send us a shepherd to comfort and care for us, to preach your word, to teach our children, to baptize and commune, to marry and counsel, to visit the sick and lay to rest, to guide us and pray for us.

Send us a shepherd, loving God.

Give us a holy patience in this time of our seeking a patience that trust in you for our present care, knowing that you will bring our good work to fulfillment in your time.

Lead us and guide us, gracious God.

Keep us faithful in mission, regular in worship, responsible in stewardship, mindful of the needy, and diligent in prayer.

Lead us and guide us, gracious God.

Fill us all with your Holy Spirit and magnify our gifts of discernment, that we might follow your will and leading into a future yet unknown.

Lead us and guide us, glorious God.

Bless the work and ministry of this Call Committee. Give us the gifts we need to seek and find the pastor of your own nurturing, the Shepherd of your own choosing, that we might be fed by your holy word and sacraments and grow in faith and love and ministry.

Lead us and guide us, gracious God.

All these things we ask, O God, with whatever else we need, in the name of him who is the Good Shepherd, Jesus Christ our Lord.

Amen

Adapted from prayers
by The Rev. Thomas L. Weitzel
Evangelical Lutheran Church in America

INTRODUCTION

With its Council and Call Committee, the congregation works closely with the Bishop and Synod staff in working through the Call process.

There are two handbooks to assist the congregation with the Call process.

- Pastoral Call process handbook for Congregational Call Committees
- Call process handbook for Congregational Councils

Both handbooks include a checklist, guidelines, sample copies, and exhibits. In the initial visit to the Congregation/Council, the Bishop or Synod staff will provide copies of both handbooks. Or you may request them by calling the Southwest California Synod (818) 507-9591.

All parts of these handbooks can be copied and printed.

This document is a resource for the Church Council.



COUNCIL CHECKLIST

1. Receive the written resignation and notify the congregation and the Synod office.
Arrange for a meeting with the Bishop to introduce the Call Process. The Bishop will:
 - a) Discuss Interim plans and appointment of Interim pastor.
 - b) Share the name of the Synod staff contact for the Ministry Site Profile process and follow-up.
 - c) Describe the Ministry Site Profile development process. (See Exhibit I-1)
 - d) Discuss the budget for interviews and moving expenses.
 - e) Share compensation guidelines and current pension and health costs.
(See current Compensation Guidelines on www.socalsynod.org under resources)
 - f) Share information about the ELCA Compensation Manual and housing information.
(See Synod Housing Supplement to the Compensation Guidelines)
 - g) Review the sample Letter of Call form and Requesting a Letter of Call from the Synod.
(See Exhibit I-2)
 - h) Review the Call Committee selection process and relevant constitution sections. (See Exhibit I-3)
 - i) Describe the process for nominations of candidates from the congregation to be researched by Synod staff. (See Exhibit I-5)
 - j) If relevant, discuss continuing relationships with the departing pastor and the various adjustments necessary in transition. (See Exhibit I-6)
2. Arrange for an Exit Interview with the pastor. (See Exhibit I-7)
3. Arrange for planning farewell events, gifts, and rituals. (See Exhibit I-8)
4. Ensure that parochial records are in order. (See Exhibit I-9)
5. Settle mutual financial obligations before departure. (See Exhibit I-10)
6. Arrange for ongoing administrative responsibilities. (See Exhibit I-11)
7. See the Call Committee's selection and arrange for the chair to contact the assigned Synod staff for the initial meeting.

EXHIBIT I-1

MINISTRY SITE PROFILE PROCESS DESCRIBED

A Ministry Site Profile is an instrument that summarizes the identity and direction of the congregation. It is especially useful to the Call Committee as it interviews prospective candidates. Candidates find it useful as they prepare to come to the interview. The Synod staff finds it useful as they attempt to match candidates and congregations best. While not everything in the profile is essential, care should be taken to provide the basic information. Some congregations have added even more information.

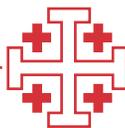
It is the ultimate responsibility of the Call Committee to complete the Ministry Site Profile.

The Ministry Site Profile will need the review of the Council when it is completed. Of special concern is the information regarding compensation. The Call Committee and the Bishop's office need that information before candidates are nominated and interviewed.

Much of the information is available from current church records. Information regarding the community can be drawn from several sources, including the school district, the chamber of commerce, and census records.

When the Ministry Site Profile is completed, with whatever attachments the Call Committee desires, it is submitted to the Synod office via email or US Mail. Copies are made to send to prospective candidates by Synod staff and for use by members of the Call Committee. It is recommended that Council members also receive copies and be made available, by request, to members of the congregation.





LETTER OF CALL

TO A MINISTER OF WORD AND SACRAMENT OF THE EVANGELICAL LUTHERAN CHURCH IN AMERICA

*In the name of the Father,
and of the Son, and of the Holy Spirit. Amen.*

**With prayers for the guidance of the Holy Spirit
to do God’s will,**

**a congregation of the
Evangelical Lutheran Church in America, meeting on**

extends to you this call to serve as

We call you to exercise among us the ministry of Word and Sacrament which God has established and which the Holy Spirit empowers: To preach and teach the Word of God in accordance with the Holy Scriptures and the Lutheran Confessions; to administer Holy Baptism and Holy Communion; to lead us in worship; to proclaim the forgiveness of sins; to provide pastoral care; to speak for justice on behalf of the poor and oppressed; to encourage persons to prepare for the ministry of the Gospel; to impart knowledge of the Evangelical Lutheran Church in America and its wider ministry; to endeavor to increase support given to our congregation to the work of our whole church; to equip us for witness and service; and guide us in proclaiming God’s love through word and deed.

In accepting this call, you hereby promise to fulfill this pastoral ministry in accord with the standards and policies for ministers of Word and Sacrament of the Evangelical Lutheran Church in America. Therefore, be diligent in the study of Holy Scripture, in use of the means of grace, in prayer, in faithful service and in holy living.

Specific responsibilities, compensation, benefits, and conditions of this call are contained in a document related to this call. With this call, we pledge our prayers, love, esteem, and personal support for the sake of the ministry entrusted to you by God and for our ministry together in Christ’s name.

In testimony of this call, we have subscribed our names on behalf of the congregation on this
day of

President's name (signature)

President

Secretary's name (signature)

Secretary

Attested by _____
Bishop Brenda Bos (signature)

Bishop of the

Date of Bishop signing September 21, 2021

EXHIBIT I-2 (2 OF 7)

REQUESTING A LETTER OF CALL FROM THE SYNOD

A Letter of Call is an important document. It is based on the standards established for ordained ministers of the Evangelical Lutheran Church in America. It signifies the mutual relationship and commitment established for the pastor and the congregation through the Letter of Call. It also sets forth the provisions that pertain to the service of an ordained minister under a particular call.

For these reasons, a Letter of Call should be prepared by the Synod office only.

NOTE: Do not retype on any Letter of Call templates you may have in your files. The Synod office will issue the official "Letter of Call "upon the Bishop's approval. All Letters of Call must have a Synod Seal and the Bishop's signature to be reported to the Evangelical Lutheran Church in America and the Benefits Enrollment Manager for Board of Pensions.



EXHIBIT I-2 (3 OF 7)

STEPS TO COMPLETE: *Definition of Compensation, Benefits, and Responsibilities of the Pastor*

FIRST LINE: Prepared by _____ (Name and address of congregation)

SECOND LINE: for the Reverend _____ (Name of pastor)

THIRD LINE: for the period: Duration—normally for one year, with annual review

A. **COMPENSATION**

LINE A.1.: List the base cash salary.

LINE A.2.: List the dollar amount of housing allowance beyond base salary. Designation of the percentage and amount of salary devoted to housing allowance must be done in an annual resolution of the congregation council's minutes. The individual pastor is finally responsible for any tax implications of the housing allowance.

Compensation does not include every expense or benefit connected with a particular ministry.

LINE A.3.: List dollar amount of any payment allowance (if provided) for "Self-employed Social Security."

LINE A.4.: If a parsonage or other housing is provided, consider costs of a utilities allowance (if provided) or other allowances (if any).

B. **PENSION AND OTHER BENEFITS**

The Pension and Other Benefits Program of the Evangelical Lutheran Church in America was established to provide the pastor with retirement, disability, survivor, and medical-dental coverage.

LINE B.1.: Indicate the percentage of contribution on the basis of the defined compensation of the pastor (salary and housing). The percentage is based on current requirements of the plan and the policy of the Synod for Letters of Call.

LINE B.2.: Sponsorship will include medical-dental coverage (where applicable) for the pastor's spouse and children unless they have other employer-provided group medical insurance and the pastor consents to waiving medical-dental coverage under the ELCA Pension and Other Benefits Program.

LINE B.3.: List amounts of other insurance or benefits, if any, to be provided to the pastor, beyond those that are part of the pension and benefits contributions made by the congregation for the types of coverage provided under the ELCA Pension and Other Benefits Program (retirement, disability, survivor, and medical-dental coverage)

EXHIBIT I-2 (4 OF 7)

C. EXPENSES

Expenses are NOT part of the pastor's compensation. Rather, these items represent payment of costs related to the carrying out of this ministry.

LINE C.1.: Automobile expenses may be covered by a specified total annual amount or on an actual recorded mileage basis.

Other travel allowance provisions would be noted here as well.

LINE C.2.: Indicate amount (if any) to be provided for other professional expenses, such as an allowance for theological books and periodicals.

LINE C.3.: Coverage of expenses for official meetings of the Synod is required.

LINE C.4.: Indicate amount provided for continuing education.

LINE C.5.: List other items and amounts to be provided for them.

LINE C.6.: For pastor accepting a call, define arrangements and reimbursements for moving expenses. Moving expenses normally are paid in full by the calling congregation.

D. AGREEMENT

LINE D.1.: Enter vacation time. Normally four weeks per year encompassing four Sundays is provided.

LINE D.2.: Enter time for continuing education. Minimum recommendation is indicated on the form.

LINE D.3.: Provision must be made for the "First-Call Theological Education Program" for recent seminary graduates.

LINE D.4.: This provides a reminder of the congregation's commitment to the care exercised by a Mutual Ministry Committee (C13.04. in the *Model Constitution for Congregations*).

LINE D.5.: Disability leave provisions are coordinated with the ELCA Pension and Other Benefits Program and with Social Security.

a. Up to two months of continued salary, housing, and contributions to the pension program in a 12-month period are to be provided by the congregation.

b. Provision may be made for further unpaid time for disability recovery as agreed by the congregation, but with the stipulation that unused accumulated sick leave will not be compensated at the end of the call.

LINE D.6.: Where applicable, maternity/paternity or adoptive leave is noted.

EXHIBIT I-2 (5 OF 7)

E. OTHER PROVISIONS

A description of the particular responsibilities of the position may be attached or a list may be included here indicating the areas to which the pastor will give special attention and the ways in which the congregation will offer encouragement.

F. OTHER MATTERS

Additional detail may be inserted here related to the broader responsibilities that a pastor may carry in the life of the church.

SIGNATURES

Normally, the President or Vice President of the congregation signs and dates the document.

When accepting the agreement, the pastor signs and dates the document.

Compensation and Benefits for a Pastor form in the link below.

<https://www.elca.org/Resources/Office-of-the-Secretary>

Definition of Compensation, Benefits, And Responsibilities for Ministers of Word and Sacrament Under Call

Prepared by _____
 for the Reverend _____
 for the period: _____ to _____

A. COMPENSATION

The congregation will provide the following annual compensation:

- 1. Base Cash Salary \$ _____
- 2. Housing Allowance *(if provided)* \$ _____
- 3. Self-employed Social Security payment allowance *(if provided)* \$ _____
- 4. If a parsonage or other housing is provided:
 - a. Utilities allowance \$ _____
 - b. Furnishings allowance \$ _____
 - c. Housing equity allowance \$ _____

B. PENSION AND OTHER BENEFITS

The congregation will sponsor the pastor in the Pension and Other Benefits Program of the Evangelical Lutheran Church in America, which provides retirement, disability, survivor, and medical-dental coverage.
(Sponsorship will include medical-dental coverage for the individual's spouse and children unless they have other employer-provided group medical insurance coverage and the individual consents to waiving medical-dental coverage for them under the ELCA Pension and Other Benefits Program.)

- 1. ELCA Pension at _____ % of defined compensation
- 2. ELCA Medical-and-Dental Insurance *(check one below)*:
 - a. Member only c. Member and children e. Coverage waived
 - b. Member and spouse d. Member, spouse, and children
- 3. Other insurance or benefits: _____ \$ _____
 _____ \$ _____

C. EXPENSES

The congregation will provide for the following expenses related to this pastor's ministry.

- 1. Automobile and travel allowance \$ _____
- 2. Other professional expenses \$ _____
- 3. Expenses for official meetings of the synod, as reimbursed
- 4. Continuing education *(\$1,000 recommended; minimum \$700 from calling source)* \$ _____
- 5. Other (_____) \$ _____
- 6. Pay the moving expenses to this field of service as follows: _____

D. AGREEMENT

- 1. Vacation time of _____ days per year, including _____ Sundays;
- 2. Continuing education time of _____ weeks per year *(recommended minimum of two weeks per year that may be accumulated up to three years, as reflected in a continuing-education agreement developed by the rostered lay person and congregation council)*;
- 3. Participation in a First-Call Theological Education Program, where applicable;
- 4. Ongoing care through a Mutual Ministry Committee;
- 5. Up to two months of continued salary and contributions to the ELCA Pension and Other Benefits Program in a 12-month period in the event that the pastor is physically or mentally disabled*; and
- 6. Maternity/Paternity or Adoptive leave of _____ weeks with full salary, housing, and benefits (Recommended 6 weeks; 4 weeks minimum).

* Provision may be made for further unpaid time for disability recovery as agreed by the congregation, but with the stipulation that unused accumulated sick leave will not be compensated at the end of this call.

A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities."

<or the following may be completed>

E. OTHER PROVISIONS

Special emphases of the pastor and special encouragement by the congregation:

1. During this time period, the pastor will give special attention to the following:

- (a) _____
- (b) _____
- (c) _____
- (d) _____
- (e) _____

2. The congregation will encourage and support this pastor's ministry in the following ways:

- (a) _____
- (b) _____
- (c) _____
- (d) _____
- (e) _____

F. OTHER MATTERS

(Such as accountabilities, service on synodical or churchwide boards and committees, work in church-camp programs, or other such details.)

We, the undersigned, certify that the necessary approvals of the congregation and congregational council have been granted for the provisions set forth above.

Congregation President

Council Secretary

Date: _____

I certify that I accept the above statement:

The Reverend _____ Date of signature: _____

NOTE: Retain original in records of the congregations. Make a copy for the pastor. As a matter of information, send a copy to the synod office. A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities."

EXHIBIT I-3

THE CALL COMMITTEE GENERAL CONSIDERATIONS

The committee which guides the selection process is called the "Call Committee". Normally consisting of six to nine members, it may be elected by the congregation or Council, depending on your constitution. (If the constitution does not stipulate, it is recommended that the Council elect by 2/3 vote from among nominees provided by the congregation.) Prayerful care should be taken in the choice. Members of the Call Committee should reflect all aspects of the congregation's life: worship, music, stewardship, youth, evangelism, social ministry, education; of particular concern is a balance which includes all genders, and a broad age distribution which includes recent members and longtime members.

Once chosen, the committee is given the authority to act in the best interests of the congregation.

PRAYER is an integral part of the call process. It is helpful to have a group of members "on call" to pray for the Committee whenever it is in session. Never underestimate the power of the Holy Spirit.

Interim Pastors are normally not involved in the Call Process at all, except on those rare occasions when requested by the Bishop. **It is not recommended for an Interim to be considered as a possibility for the call process at your congregation.**

Continuing Staff (paid) are normally not involved in the interviews. However, most candidates will want to meet them, and staff will want to know at least the finalist. Arrangements can be made for candidates to meet with staff as appropriate in each situation.

EXHIBIT I-4

PROSPECTIVE PASTORAL CANDIDATES SUGGESTED BY THE CONGREGATION

After receiving the Ministry Site Profile, the Synod will recommend pastoral candidates who represent a good match to the needs of the congregations. Review of candidates' Rostered Minister Profiles and interviews will be conducted by the Call Committee; the entire congregation has the final decision by-election.

In some instances, names of possible pastoral candidates surface in the congregation. These names should be directed to the Call Committee chairperson and must be persons on the ELCA clergy roster or approved seminary graduates. The names will then be submitted to the Synod office to be considered along with other potential candidates. If the candidate is on the clergy roster of another Synod, our Synod staff will need to obtain clearance from the Bishop of that Synod.

Under NO circumstance is it appropriate for a member of the Call Committee to make direct contact with a prospective candidate. If a possible candidate contacts the congregation directly, please refer them to the Call Committee chairperson and a Synod staff representative.

If the Congregation/Call Committee would like to submit names of possible candidates, please provide the pastor's full legal name, address, and telephone number.



EXHIBIT I-5 (1 OF 4)

A SAMPLE CONGREGATION POLICY ON CANDIDACY AND CO-TERMINATION OF STAFF

1. Staff members are not automatically candidates for the vacated position of Senior Pastor.
2. Staff members, if considered as a candidate will be reviewed by the Bishop's office for recommendation, and after completion of the Ministry Site Profile process, be interviewed by the Call Committee prior to consideration of other candidates.
3. In the event of the departure of the Senior Pastor, other ordained staff may be designated by the Church Council to carry out functions previously accomplished by the Senior Pastor. One pastor (either on staff or from outside) will be designated by the "Interim Pastor" and carry primary responsibility for those functions. Additional staff may be engaged during the interim to carry out some responsibilities. Compensation of present staff may be adjusted upward to reflect any additional responsibility level during the interim, after which it reverts to the original level.

OPTIONAL:

- A. Staff members will announce their intentions to resign at the time of the resignation/departure of the Senior Pastor but will continue to serve until otherwise reasonable time for interviews. Compensation will be terminated no sooner than six months after the arrival of a new Senior Pastor or upon new employment, whichever comes first.
- B. There shall be a Staff Review Committee which will evaluate all continuing staff six to nine months after the new Senior Pastor has arrived. Adjustments in staff responsibilities and terminations may be recommended by the Church Council at that time.

EXHIBIT I-5 (2 OF 4)

GUIDELINES FOR SHARED-TIME OR PART-TIME CALLS

To qualify as a congregationally based call, such call must require that the person engage in at least 20 hours per week of work in the congregation. Compensation for this service must be provided commensurate with normal salary guidelines for pastors on call to congregations of the Synod.

Calls for part-time, dual-role ministries, or shared ministries may offer a helpful approach to provision for ministry of Word and Sacraments in congregations and in special circumstances.

PURPOSE: While part-time calls provide for creative use of personnel, there is also potential for abuse. Such calls are to be extended for the strengthening of the church's ministry and outreach rather than in response to the wishes of individual ordained pastors.

APPROPRIATE EMPLOYMENT: The synod bishop, or a representative of that office, should counsel with candidates interested in part-time calls, encouraging only those with the necessary commitment and gifts to be open to these unique situations. It should also be ascertained that the contemplated part-time employment is appropriate for an ordained minister and that it provides adequate compensation and benefits.

ANNUAL REVIEW: The executive committee of the synod council should designate itself or a synod pastoral leadership committee to annually evaluate the status of such calls.

MAXIMUM OF THREE YEARS: These calls should normally be for a term, not to exceed three years. Arrangements for pastoral care in the congregation should be made in case of schedule conflicts with other employment. Expectation of involvement in synod activities should be stated.



EXHIBIT I-5 (3 OF 4)

CONSIDERATIONS IN ADDING MINISTRY STAFF

1. What are the ministry staff needs of this congregation for the next two to five years?
2. What are areas of emphasis needed to complement what our existing ministry staff does?
3. What is the leadership style of our present senior pastor, and what expectations do we have of how the staff will function together?
4. What will the task division be among the staff?
5. To whom will the new staff person be accountable, and how?
6. What will the policy be regarding co-termination and candidacy should the senior pastor leave?
7. What are the compensation parameters?
8. What are the office space and secretarial support needs?
9. What will the role of the senior pastor be in the interviewing process?
10. Are we seeking an experienced pastor (retired or not), a new seminary graduate, an Intern, or a competent lay person?
11. Are we extending a full-time or shared-time call or appointment, or contracting for services?



EXHIBIT I-5 (4 OF 4)

STUDY ON ADDING STAFF

<u>ISSUES</u>	<u>INSTRUMENTS</u>	<u>PRODUCTS</u>
<ul style="list-style-type: none">Who are we?	<ul style="list-style-type: none">Sizing up the congregation	<ul style="list-style-type: none">Context for leadersType of leader needed
<ul style="list-style-type: none">What is our community like?	<ul style="list-style-type: none">Mission Values	<ul style="list-style-type: none">Picture of communityNeeds to be addressed
<ul style="list-style-type: none">Where are we going?	<ul style="list-style-type: none">Ministry Site Profile, Demographics, Trends, etc.	<ul style="list-style-type: none">Direction of context
<ul style="list-style-type: none">How are we doing?	<ul style="list-style-type: none">Mission Statement/Goals	<ul style="list-style-type: none">Strengths/needs to be addressed
<ul style="list-style-type: none">Are our leadership needs being met?	<ul style="list-style-type: none">Accomplishments vs. Gaps Basic parish functions	<ul style="list-style-type: none">Top needs being met
<ul style="list-style-type: none">What leadership needs do we have for the future?	<ul style="list-style-type: none">Expectations of the Pastor	<ul style="list-style-type: none">Top needs to be metRole definitions
<ul style="list-style-type: none">What options do we have?	<ul style="list-style-type: none">Expectations of the PastorPastor's ExpectationsQualifications	<ul style="list-style-type: none">New staff skills/styleHours/dayType of candidate
<ul style="list-style-type: none">Costs of each?	<ul style="list-style-type: none">List: full-time, part-time, Pastor, Intern, Lay	<ul style="list-style-type: none">Budget items
<ul style="list-style-type: none">What resources are available?	<ul style="list-style-type: none">Compensation Guidelines	<ul style="list-style-type: none">BudgetOffice, desk, secretarial
<ul style="list-style-type: none">How will the new leader function?	<ul style="list-style-type: none">Financial StatementLogistical Support	<ul style="list-style-type: none">DutiesOrganizational chart with who does what/when
<ul style="list-style-type: none">What process do we use?	<ul style="list-style-type: none">Job DescriptionRelational DescriptionsTime SheetMinistry Site Profile	<ul style="list-style-type: none">Candidate selection and interview guide

EXHIBIT I-6 (1 OF 3)

EXIT AND CONTINUING RELATIONSHIPS WITH THE CONGREGATION

One of the realities of departures is the need to “adjust.” Just as we need to adjust to children leaving home or relationships severing, we go through emotional cycles when a pastor leaves. Two things are beneficial in addition to the farewell events and assistance outlined in Exhibit I-8.

First, everyone must understand that the “official” pastoral relationship concludes. The sample newsletter article on Page 3 of this exhibit is one way to inform the congregation about the understanding.

Second, we use rituals. The Church has a long history of using traditions to mark transitions. Covenants are part of Biblical tradition. Therefore, it is recommended that a representative of the Bishop’s Office attend the final service(s) conducted by the departing pastor. At some appropriate point in the service(s), the Bishop’s Representative will usually offer words of appreciation and affirmation and conduct the Covenant of Godspeed outlined below. It is helpful if this covenant could be printed in the bulletin or read to the congregation with a litany response such as “Hear us, Good Lord.” The Bishop’s Representative will usually offer words of appreciation and partnership in this transition. If a representative of the congregation wishes, it would be appropriate to present a plaque or gift during this ritual if it has not been done separately. Often, special music is offered by presentations from children of the congregation. If the pastor has a family, flowers (corsage or boutonniere) are appropriate.

EXHIBIT I-6 (2 OF 3)

A SAMPLE "COVENANT OF GODSPEED"

Greetings from the Bishop's Representative.

The Pastor (and family) present themselves at the altar.

Bishop's Representative: Pastor _____, you were called to serve this congregation: to proclaim God's Word, to baptize new members into the Church of Jesus Christ, to announce God's forgiveness, to preside at celebrations of the Lord's Supper. With the Gospel, you have given comfort in times of sickness and trouble and at the death of loved ones. You (and your family) have shared the joys and sorrows of these people and have been an essential part of this congregation and community.

We thank God for the life you have shared together, and pray God's blessing as you move from here.

Congregation stands

I invite you to covenant together now at this time of transition:

CONGREGATION: WE WILL DO EVERYTHING POSSIBLE TO UPHOLD THE MISSION OF THE CHURCH, AND THE POSITIVE QUALITY OF LIFE IN THIS CONGREGATION;

WE HANK GOD FOR THE MINISTRY WE HAVE SHARED TOGETHER, AND ASK GOD'S BLESSING ON OUR SEPARATE MINISTRIES IN THE FUTURE;

WE RECOGNIZE THE END OF OUR OFFICIAL RELATIONSHIP AS PASTOR AND CONGREGATION, YET AFFIRM OUR CONTINUING SUPPORT AND RESPECT AS MEMBERS OF CHRIST'S BODY;

WE REJOICE IN GOD'S SUSTAINING POWER DURING TRANSITIONS, AND COMMIT OURSELVES TO THE NEW THINGS GOD WILL DO WITH US ALL;

WE WISH ONE ANOTHER GODSPEED-GOD'S PEACE-GOD'S CARE, AMEN.

EXHIBIT I-6 (3 OF 3)

SAMPLE NEWLETTER ARTICLE

RELATIONSHIP BETWEEN CONGREGATION AND DEPARTING PASTOR

Because we want everyone to be aware of some important issues related to the transition between pastors, we ask you to read this carefully.

The Church Council, Pastor and Bishop have agreed to the following, and seek your cooperation, regarding the positive future relationships among us:

We will do everything possible to uphold the mission of the Church and the positive quality of life in this congregation.

We will recognize the need for time to adjust to the new relationships and will reach out in care and compassion to one another.

We will honor the departure of the present pastor so duties may be relinquished; and will honor the arrival of the new pastor by seeking their counsel and ministry. We are aware that conducting pastoral acts (such as baptism, weddings, funerals, confirmations, communions) and defining ministry programs and leadership styles are no longer the prerogative of the departing pastor but belong to the arriving pastor with the Council and congregation.

While we recognize that the departing pastor (and family) will continue to be our friends, **we will not seek**, nor will the pastor accept, official roles in the congregation for "pastoral acts." They may be included in the invitation list to attend as friends, if schedules and logistics permit.

Experiences cross the Church has shown that continuing relationships with former pastors is very positive when the above things are kept in mind.

EXHIBIT I-7 (1 OF 2)

THE EXIT INTERVIEW

When a person resigns from a vital position, what takes place? At a critical time like this, an assessment of the situation itself and the improvement needs, as seen by the organization, become very significant. The more attention that is given to looking at the past and the study of future needs, the easier the selection of the person to fill the position becomes.

A vital source of information is the person who has just resigned. The pastor's opinions should provide a very useful guide in studying the present situation. They have been close to the organization's operations and are in a good position to speak very candidly. Without any responsibility for the carrying out of the suggestions, the pastor can speak freely about the directions of the future for the organization. They can relate areas of accomplishment and of disappointment. They, do doubt, will have much to say about what might be done. This information can be shared in a meeting known as an EXIT INTERVIEW.

The Exit Interview should be a relaxed conversation between the pastor and key lay people. (ie: The Staff Support Committee or officers of the congregation.) It is held after the pastor's resignation has been accepted but before they leave the community. Its purpose is for the benefit of the congregation in its search for a new minister.

This interview is a time for the practice of "active listening." The role of the laity in this interview is not to argue points of view, but rather to seek the pastor's view and impressions. Right or wrong, the pastor has personal points of view, and it is to the benefit of the parish to learn what these are. There should be opportunity to discuss these with the church council at a later date.

Objectivity is most important and should be maintained to the best of the pastor's ability. They may not wish to tell all, but should not withhold any information that might aid the congregation in fulfilling its mission.

EXHIBIT I-7 (2 OF 2)

SUGGESTED QUESTIONS FOR THE EXIT INTERVIEW

1. What were your expectations when you considered and accepted this call?
2. In your ministry here, did you feel that you found what you expected?
3. What five things have given you the most incredible sense of fulfillment? What five have given you the most significant frustration?
4. Do you sense that there was a climax of your ministry here? When was this?
5. What elements are present in the new call that caused you to make the change?
6. How do you view our strengths and our weaknesses as you leave us?
7. In the light of what you have said, what type of ministry do you feel we need? Where should we emphasize the future, and what areas do you think we must be careful to maintain?
8. What do you think the laity might do to strengthen the ministry of the incoming pastor? Where do you think we should look at ourselves so that we might break through some of our barriers?
9. If there were no restraints, could you picture our parish ten years from now?
10. What are the restraints, as you see them, that would keep us from reaching these goals?
11. Is there anything we can do to assist you and your family in your transition?



EXHIBIT I-8

FAREWELL EVENTS/ASSISTANCE

Feelings run deep at times like these. In addition to the clarity and covenant outlined in Exhibit I-6, other activities are essential to assist in adjustment.

The congregation and pastor need opportunities to gather and to remember. Farewell “celebrations” mark the end of an era and are deserving of recollections and expressions of appreciation. Plan significant events to honor and thank the departing pastor and family. A farewell gift under the direction of the Council is appropriate.

Offer practical assistance to the departing pastor and family too. Meal preparation, child care, a place to sleep if the furniture is gone would all be helpful.

Farewell
The end of an era

EXHIBIT I-9

PAROCHIAL RECORDS

The Synod Constitution provide for the following:

Chapter †S14.21. The parochial records of all baptisms, confirmations, marriages, burials, communicants, members received, members transferred or dismissed, members who have become inactive, or members excluded from the congregation shall be kept accurately and permanently. They shall remain the property of each congregation. At the time of the closure of a congregation, such records shall be sent to the regional archives. The secretary of the congregation shall attest to the bishop of this synod that such records have been placed in their hands in good order by a departing pastor before:

- a) *Installation in another call, or*
- b) *Approval of a request for change in roster status*

The Secretary of the congregation (the elected Officer-not the office secretary) should write to the Bishop prior to the pastor's leaving, indicating that the parochial records are up to date and in order, ready to be turned over to the Interim Pastor. Likewise, when the Interim Pastor leaves, such a letter should be sent indicating the records are accurate and ready to be turned over to the new pastor.

As indicated in the next Exhibit (I-10), it is also recommended that this letter be jointly signed by the pastor and include the fact that all mutual financial obligations between the pastor and the congregation are settled.

Some congregations have volunteers or other paid staff who actually keep the records up to date. However, the pastor is responsible for their accuracy, and the secretary of the congregation is responsible for so testifying.



EXHIBIT I-10

FINANCIAL OBLIGATION SETTLEMENT

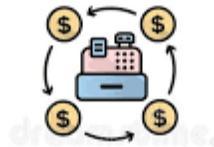
The Synod Constitution provides for the following:

Chapter **S13.12**. A Congregation under financial obligation to its former rostered minister shall make satisfactory settlement of the obligation before calling a successor.

Chapter **†S14.22**. The pastor shall make satisfactory settlement of all financial obligations to a former congregation before:

- a) Installation in another call, or
- b) Approval of a request for change in roster status

Thus. It is important that the congregation and pastor discuss and agree that all financial obligations are settled before the departure. While it is not required by the constitution that this agreement is in writing, it is recommended that the pastor and the congregation secretary send a joint letter to the bishop, along with the information about parochial records.



SETTLEMENT TRANSACTIONS

EXHIBIT I-11

PARISH RESPONSIBILITIES DURING A TIME OF TRANSITION

1. Invite supply pastors to preach for any Sunday that the interim pastor is not able to preach.
2. Get information to guest preachers before the service concerning worship procedures.
3. Weekly assignments for worship: acolytes, readers, counters, and altar care.
4. Selection of hymns.
5. Printing of bulletin and announcements: memorials, flower calendar, attendance, and offering summaries.
6. Sunday Church School matters.
7. Any publicity required, either on-going or special events.
8. Receiving and answering correspondence.
9. Acknowledgement of memorial donations.
10. Agenda for Council meetings.
11. Writing, editing, and mailing of parish newsletter.
12. Location of Parish register for recording of pastoral acts, form audit committee, submit summary report at annual meeting.
13. Routine inspection of parsonage (if any), holding the keys, responsibility for security and maintenance.
14. Signatures required for check signing/safe deposit box.
15. Providing care, visitation of the sick as needed.

EXHIBIT I-12 (1 OF 4)

RECOMMENDATION OF CANDIDATE TO THE COUNCIL

This Exhibit is the same as II-9, in which the Call Committee is instructed to do the following:

Prepare materials regarding the recommended candidate and present them to the Council.

- A. Notify your Synod staff contact regarding the recommended candidate and probable time of the congregational meeting. At this time, discuss details of the compensation statement, questions about the process, and constitutional issues, if any.
- B. Determine if your constitution requires Council approval of the Call Committee's recommendation. Council review is highly desirable, even if approval is not required. Normally, this review would occur after the Call Committee's decision and before the candidate is introduced to the whole congregation.
- C. Prepare materials to describe to the Council the recommended candidate:
 1. Background information, such as:
 - a) A brief resume of the candidate's past ministries and ministry skills, personal and pastoral "style," and vision for the church.
 - b) An audio-recorded message of introduction and greeting from the candidate. If available, a quality video-recorded message could be presented.
 2. The rationale for this candidate, including:
 - a) How this candidate's pastoral/personal style, vision, and ministry skills will meet the needs of the congregation;
 - b) How the congregation will fulfill the candidate's needs; and
 - c) Why the committee believes the Holy Spirit is calling the candidate and congregation to join their ministries.
- D. Present a proposed Letter of Call, including the Compensation packet, outlining probable compensation as previously discussed with the candidate and the Finance Committee. Assuming favorable Council review, information about the candidate and the Letter of Call, compensation, and support are prepared for presentation to the congregation. You are urged to discuss the details regarding salary, housing, pension, health, and other allowances with the Assistant to the Bishop for Rostered Mission Leadership before meeting with the Council.

EXHIBIT I-12 (2 OF 4)

NOTIFYING THE CONGREGATION, MEETING THE CANDIDATE

Notify the congregation that a candidate has been selected.

- A. As soon as a candidate is selected and reviewed by the Council, a congregation meeting is scheduled. (Consult the constitution regarding procedures for official notice about the "Call Meeting." Most require two announcements at worship and/or ten days written notice. Sometimes, the Council must vote to call the meeting.)

Possible forums for the announcement are:

1. Sunday worship services
2. Newsletter, if due to be mailed soon
3. A letter to each household

Any of these should include background information and the rationale for the candidate. Usually, compensation is not shared in advance so that the focus is on ministry rather than finances at this stage.

- B. The Call Committee has the option of inviting the pastor (and family) to meet the congregation in a social setting prior to the day of the congregational meeting. Most congregations want to meet the pastor they will be voting on. Pastors and their families (if applicable) are often eager to meet the congregation and other staff, if any. Several possibilities include:

1. An informal potluck for socializing
2. Attending a worship service and the refreshment time
3. Attending Sunday School classes or other group meetings

Sometimes, the recommended candidate preaches or conducts a brief devotional service during the visit. Care will be taken not to make this a "trial sermon" and/or "congregational interview", since the Call Committee has already made its recommendation. This visit is essentially for getting acquainted.

EXHIBIT I-12 (3 OF 4)

THE CONGREGATIONAL MEETING

The congregational meeting to “call” the candidate is the culmination of months of hard work by the Call Committee and patient waiting by the congregation. Because of the significance of this meeting, careful preparation and agenda planning are very important. A sample agenda includes:

1. Take attendance and make sure a quorum is present. (Check your constitution for the quorum required.) Appoint tellers to count votes.
2. Open with devotions, seeking the leading of God’s Holy Spirit. If held immediately after a worship service, a brief scripture reading and prayer are adequate.
3. The candidate should be described along with the rationale for the recommendation. Involve as many people in the presentation as possible. Include such things as:
 - a) A review of the Ministry Site Profile describing the congregation, its vision, values and priorities, and the resulting qualities sought in a pastor.
 - b) A forthright description of the candidate, along with individual statements of why each believes this pastor to best fit the future needs of the congregation.
 - c) A description of the process used to arrive at the recommendation.
 - d) A review of the proposed compensation statement (presenting in writing)
4. Invite questions from the floor.
5. Read the motion and second from the Call Committee to call the candidate with the recommended compensation package. Distribute written ballots and pencils in advance, with tellers prepared to collect, count and report. A 2/3 majority is required to pass the motion.
6. The tellers’ report will be made by the Council President. If the motion passes, you will proceed to the next agenda item (#8-ministry review vote).
7. If the motion fails, a time of discussion (before adjourning with prayers) is in order. During that time, it would be helpful to hear:
 - a) Why do people think the vote failed
 - b) Explanation of the process to be followed. (The Call Committee will meet with the Synod representative to discuss the reasons for the vote, potential candidates, including any already interviewed, and the time frame for another congregational vote on a candidate.)

EXHIBIT I-12 (4 OF 4)

8. If the motion passes, a motion and second are made regarding the six-to-nine-month mutual ministry review, with a voice vote. A simple majority is required to pass the motion.
9. The meeting is adjourned with prayer.

The Call Committee chair should telephone the candidate immediately about the results. If a call has been extended, the Council President should notify the Assistant to the Bishop for Rostered Mission Leadership and request the Letter of Call be sent to the Council President for signatures. Send the signed Letter of Call back to the Synod office for the Bishop's signature, and the Synod seal is attached. The Synod will distribute the original to the called pastor, a copy to the congregation's president, and copies for the Synod files.



EXHIBIT I-13 (1 OF 3)

AFTER THE CALL IS ISSUED

A. WHAT IF WE ARE TURNED DOWN?

Call the Bishop's office whenever you have received an answer, positive or negative. If you are turned down, you will want to discuss what happened and begin the process again at the most appropriate point. That may mean a new candidate or two. It may mean returning to an earlier candidate, though that requires some careful consideration. Feelings need to be honored, and action needs to await a time of calm and clear thinking. Remember, there is always an open future in Christ.

B. WHAT IF THE PASTOR WANTS TO DELAY COMING?

Sometimes local considerations make it difficult for a candidate to leave with the normal 30-60 days after accepting. Arrival times are negotiable, with many factors to be considered. A few weeks, one way or the other, is not a lot when you look forward to many years together.

C. HOUSE HUNTING, MOVING, AND SETTLING IN

Normally, candidates will have had a chance to preview the parsonage, if there is one, or available houses if there is not. That often happens as part of the "Meet the Congregation" visit or during an interview. If not, it is important to assist the candidate (and family, if any) in that search. You may be able to indicate where good schools, shopping, and housing values are. Congregations specify moving expense reimbursement in the call. There are some companies that will give a discount to Lutheran clergy, but they are not automatically the best.

Congregations often ask whether there is an official moving company of the ELCA. While the ELCA endorses no moving company, its Department for Human Resources has arranged for a cost-effective, quality moving package that is available to congregations. For the staff of ELCA congregations, Synods, seminaries, and agencies, this package offers substantial discounts, computerized tracking, a 24-hour toll-free hotline, and centralized claims assistance.

This opportunity is not meant to draw congregations away from companies owned and operated by ELCA members but to serve congregations without access to such companies. To find out about the ELCA Advantage Program, see the flyer printed at the end of this handbook:

1. Graebel 800-723-6683 online <https://graebel.com>
2. Stevens Worldwide 855-285-1081 online www.stevensworldwide.com

EXHIBIT I-13 (2 OF 3)

MOVING AND SETTLING IN (continued)

While it is tempting to save money by “doing it yourself,” that is usually not a good practice. Prorating the moving costs over the years makes it cost-effective for most congregations to authorize the candidate to choose a professional moving company. Special offerings during the vacancy period can be received to cover the moving costs if a reserve fund has not been included in prior budgets. While these transactions are happening, it is important for your new pastor to feel welcomed and wanted. Notes and cards of greeting are appropriate.

Assure the candidate of time to move and settle in. Effectiveness will be enhanced in the long run, and attitudes will be positive. Usually, a full week is necessary to unpack, get utilities hooked up, find the stores, doctors, dentists, hospitals, schools, etc. You can help by offering lists of addresses for each of these whom you feel to be reliable and worthwhile. You may also offer to prepare meals, babysit, house the pastor/family until furniture and utilities are in place, etc. depending on the needs.

Be sure the pastor’s office has been cleaned, and that all signs have been updated with appropriate name changes. Often, stationary and calling cards can be ordered and in place if discussed in advance with the candidate.

D. INSTALLATION AND WELCOME

A DATE AND TIME FOR THE INSTALLATION CAN BE SET UP IN ADVANCE. **CONTACT THE BISHOP’S OFFICE TO CLEAR DATES FOR INSTALLATION;** then call the Conference Dean. It is usually the new pastor’s prerogative as to invitation of a preacher. Your new pastor may also want to designate the offering at installation for a special cause. If the called pastor prefers not to conduct worship until they are installed, arrangements may need to be made with the interim or supply pastor until the installation takes place.

Welcome events take many forms: a canned and paper goods shower, dinner invitations for the first week, potluck luncheon and introductions after the first service, refreshments and reception after the installation, a series of “cottage meetings” in members’ homes over the first several months, etc.

Introductions should be arranged for the pastor to area clergy (Councils or churches, Clergy Associations, Conference/Coalition, neighborhood churches, etc.) and to community leaders as soon as possible.

Take time at the first Council meeting to “get better acquainted”, likewise at Committee meetings. Name tags and repeating names at the door on Sunday for several months will help too.

EXHIBIT I-13 (3 OF 3)

STAFF SUPPORT

EVALUATION OF OUR MINISTRY

Evaluation is a normal process and is scheduled for 6 to 9 months after the installation and annually thereafter. The focus should be on the ministry of the congregation and pastor. Conflicts are reduced and effective ministry enhanced when mutual expectations are clearly discussed. This evaluation should be in writing and done by Personnel Committee or Executive Committee of your Church Council.

CONTINUING EDUCATION AND SABBATICAL

1. Continuing education is an important time of renewal and learning for a pastor. The ELCA recommends two weeks annually for this purpose.
2. More and more congregations are encouraged by mutual benefits of a specified period of time "away" periodically. One suggestion is an extra three months (often in the summer) for each 7 years of continuous service. The sabbatical is used for renewal through travel, study, or engaging in some new and different activity in addition to normal vacation and continuing education time. Sabbatical guidelines are listed on the Southwest California Synod website: <https://03d47fc.netsolhost.com/wp-content/uploads/2015/08/SabbaticalPol.pdf>



EXHIBIT I-14

6 – 9 MONTHS MINISTRY REVIEW

(To be completed by Council and/or Congregational Personnel Committee. A copy may be sent to the Synod office.)

Congregation: _____ City: _____

Pastor: _____ Date: ____/____/____.

Reflections on our ministry:

1. A time of joy was...
2. The most difficult aspect of the start-up has been...
3. A specific instance in which the Council supported the pastor...
4. A time when the Council could have been more supportive of the pastor...
5. A time when the pastor could have provided stronger support for the Council or a Committee...

Checking the vital signs:

1. How are we doing in:
 - a) Worship attendance
 - b) Programs
 - c) Care of members
2. How is our stewardship looking?
3. What is the congregational climate?

Looking ahead to the next year:

1. Are there changes or adjustments that need to be made? What are they? By whom?
2. Two specific steps we can take to strengthen our mutual ministry as pastors and Council: