

GUIDELINES & RESOURCES FOR MINISTRIES RECEIVING CID MISSION FUNDING

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Introduction

Our Lord Jesus Christ is the Head of the church, and those blessed with Spirit-created saving faith in Him are members of His body (1 Corinthians 12:13, 27). When He gathers us around His Gospel and Sacraments, He sustains us as His people and causes us to grow in faith and love.

We also become members of one another (Ephesians 4:25), as is shown in local congregations. Congregations in God-wrought church fellowship with one another have formed our Synod, which divides itself into districts like our Central Illinois District (CID). Districts establish commissions and committees to help them serve on behalf of congregations and provide services to congregations. We need each other as we work together to make disciples.

The Central Illinois District Commission on Mission Services (“Mission Commission”) regards itself as part of a team. This team includes individual members of congregations receiving mission funding as well as the church workers called to these congregations. Team members have their respective privileges and responsibilities while working together with trust, confidence, harmony, and unity of purpose.

All team members are accountable. The Mission Commission is accountable to the District Board of Directors and to the congregations of the District. Congregations and other ministries receiving mission funding, and their church workers, are accountable to the Mission Commission. The Commission pledges to these ministries and workers cooperation and assistance in the building of the Savior’s Kingdom. We ask in return for cooperation and trust from these ministries and their workers. In this spirit, we present the following Guidelines and Resources.

May all our relationships be motivated by and centered in the Gospel of Jesus Christ! We pray to our Father that the Holy Spirit lead and guide so the Savior’s Kingdom may expand and flourish, all to the glory of our triune God.

Basic Understandings

The mission of the church

The church’s mission is to “make disciples of every nation by bearing witness to Jesus Christ through the preaching of the Gospel and the administration of the Sacraments. Other necessary activities of the church, such as ministering to men’s physical needs, are to serve the church’s primary mission and its goal that men will believe and confess Jesus Christ as their Lord and Savior.”¹

Lutheran missions and Lutheran churches

Lutheran churches plant Lutheran missions. As God gives growth, Lutheran missions become Lutheran churches, Lutheran in both doctrine and practice. This includes their

¹ “A Statement of Scriptural and Confessional Principles” (LCMS, 1973), section III.

consistent, ongoing use of the word “Lutheran” in both their official, legal name and the name by which they seek to be known in the community. (See LCMS 1995 Res. 3-13A.)

New church starts

A new church start is

1. An intentionally organized gathering
2. meeting on a regular basis for church services and/or Bible study
3. that is prayerfully intended eventually to become a congregation of the LCMS.

New church starts will want to engage in aggressive outreach with Christ’s Word and Sacraments.

Synod and district

The Lutheran Church—Missouri Synod “establishes districts in order more effectively to achieve its objectives and carry on its activities. A district is the Synod itself performing the functions of the Synod” (LCMS Bylaws 4.1.1 and 4.1.1.1). “The Synod and its component parts are designed to assist congregations and their members in conserving and promoting the unity of the faith and in carrying out their mission and ministry. The Synod, including its component parts, also serves as the structure through which congregations carry out certain functions that can be performed more effectively and efficiently together with other member congregations” (LCMS Bylaw 1.3.3).

CID mission funding

- Intention: So that through the Word and Sacraments the Spirit of God will “make disciples” (Matthew 28:19-20), CID mission funds support 1) new work [i.e., new church starts, new congregations (for a time), and mission-focused augmentations to existing ministries] and 2) specialized ministries such as ministry in languages other than English, Campus Ministry, Deaf Ministry, and Prison Ministry. Funds are made available in the following categories.
- Categories:
 - **Expansion Funding:** funding for mission-focused augmentations to existing ministries.
 - PARTNERSHIP FUNDING: funding whereby CID enables a congregation or other established ministry, and in rare cases even individual church workers, to undertake a specialized ministry together with the District.
 - *Seed Funding:* funding for a new church start that is not yet a congregation of the LCMS. The Mission Commission encourages preaching stations to remain “preaching stations” until there is a clear need to organize as a congregation.
 - **Subsidy Funding:** funding for a new church start starting from the time when it has written and submitted a constitution, seeking membership in the LCMS. The goal for a congregation receiving subsidy funding is to be self-supporting with its own full-time pastor within five (5) years. Ordinarily, there will be a planned reduction of funding in each successive year of the five. If ministry is to continue even though the congregation is not self-supporting at the end of five (5) years of subsidy funding, the congregation will have to join a multi-point parish or seek services from a pastor on a part-time basis.
 - **SUSTAINING FUNDING:** funding for specialized ministries that will be largely supported by CID for the foreseeable future.

- Procedure: CID mission funds are allotted annually by CID’s Board of Directors upon recommendation of the Mission Commission.

CID’s interests as it awards funding

- The district cherishes each of its congregations. It has a particular interest if it is providing funds to a mission or ministry.
- Synod-rostered church workers doing mission work supported by CID mission funds should be compensated according to CID compensation guidelines for whatever portion of their workload is devoted to this CID-supported work.
- If one-third or more of the salary for a Synod-rostered church worker is paid by CID mission funds, CID has an interest in whatever time the worker may devote to taking courses or serving in an interim capacity for another ministry. If such a worker leaves, to be replaced by another rostered worker whose salary is also to be paid one-third or more by CID mission funds, then CID has an interest in who may serve on an interim basis until a new call is issued and in who may be on the list for the new call.

The Possible Progression of a New Congregation

In addition to the two progression sketches below, please do not overlook the wealth of detailed guidance in Steven D. Schave, *Mission Field: USA: A Resource for Church Planting*.²

Sketch 1: Starting as a preaching station of an existing congregation

1. An LCMS congregation uses its present personnel to begin conducting Bible classes or church services at a new location. It may choose not to publicize its services widely at first, preferring initially to solidify a core group. The congregation may apply for *seed funding* from CID to pay for such things as facilities rental. (It may apply to CEF for ministry grants for advertising, etc.)
2. Develop contacts in the community. Design an outreach plan. Canvass and invite.
3. Ask sister LCMS congregations nearby whether they may have members who may be interested in joining your core group, perhaps only on a temporary basis.
4. Begin adult catechism classes.
5. If not done so already, begin advertising Bible classes and church services widely.
6. As more people begin attending services and Bible classes, the congregation behind the new church start may determine to call an additional pastor or other staff for the sake of the work at the new place. A pastor with training and/or experience in church planting is recommended. The mother congregation may request (additional) *seed funding* from CID to pay all or part of the salary or benefits package for a new worker. It should be aware, though, that if an independent congregation does not result, it will have another called worker to support and there is no guarantee that *seed funding* will be available, or available in the same amount, every year.

² St. Louis: The Lutheran Church—Missouri Synod, 2016. See especially pages 48-54. Contact CID’s Mission Executive if you need a copy of this resource.

7. When ten (10) or more adults on average are gathering for weekly church services, they may organize a legal entity (incorporation). Incorporation documents will require the election of incorporators. For temporary or permanent offices, it is suggested at this stage that there be one nomination per office. However, since the preaching station is already an aspect of the ministry of an established LCMS congregation, incorporation of a new legal entity can likely wait until a new congregation is ready to assume an independent existence.
8. A Constitution may be written and submitted for approval by the District Board of Directors when the preaching station has twenty-five (25) committed families and an average weekly church service attendance of fifty (50) or more. Soon thereafter the new congregation would assume independent existence, celebrate its charter Sunday, and become a member congregation of the LCMS. (When a new church start submits a constitution, it is no longer eligible for *seed funding*, but may then apply for ***subsidy funding***, which will last for no more than five [5] years.)
9. After the new congregation is chartered, it calls its own pastor. A pastor with training and/or experience in church planting is recommended. If the new church start has been served by a pastor called heretofore by the mother congregation and the new congregation does not call him, his call to the mother congregation remains. The District President may help to find him a different call.
10. Goals should be established for the future and for the new congregation to become self-supporting.
11. A Building Committee may be established when there is a minimum of fifty (50) families as members and an average weekly church service attendance of one hundred to one hundred thirty (100-130).
12. Assistance at every step of the way will be provided through CID's Mission Executive.
13. As long as the new church start or new church receives District funding, it will submit monthly pastoral and financial reports to the District Mission Executive. It will file an annual report or grant request with the Mission Commission.
14. If it does not work out that the congregation becomes self-supporting, the District shall assist in placing it under the administration of a nearby "mother" congregation as a preaching station once more, merging it with the mother congregation, making it part of a multi-point parish, seeking a bi-vocational pastor for the congregation, or closing the congregation completely.

Sketch 2: Starting with a called missionary

1. A missionary is called. Either the District calls a Missionary-at-Large or a "mother" congregation calls a Missionary Pastor and assigns him to devote at least 75% of his time to the new church start. In the latter case, the mother congregation may apply for *seed funding* from CID.
2. Interested individuals and families are contacted and gathered together for Bible study, worship and planning for the future.
3. When ten (10) or more adults on average are gathering for weekly church services, they may organize into a legal entity (incorporation). Incorporation documents will require

the election of incorporators. For temporary or permanent offices, it is suggested at this stage that there be one nomination per office.

4. A Constitution may be written and submitted for approval by the District Board of Directors when there are twenty-five (25) committed families and the average weekly church service attendance is fifty (50) or more. Soon thereafter they would celebrate charter Sunday and become a member congregation of the LCMS. (When a new church start submits a constitution, it is no longer eligible for *seed funding*, but may now apply for ***subsidy funding***, which will last for no more than five [5] years.)
5. Goals should be established for the future and for the new congregation to become self-supporting.
6. A Building Committee may be established when there is a minimum of fifty (50) families as members and an average weekly church service attendance of one hundred to one hundred thirty (100-130).
7. To assist the missionary, on-the-job training and supervision will be provided through CID's Mission Executive. The Mission Executive will meet with the missionary and mission congregation leaders as needed and as is appropriate.
8. The congregation is to call its own pastor at the appropriate time. If the congregation has been served by a Missionary-at-Large but the congregation does not call him, the Missionary-at-Large becomes available for assignment elsewhere in the District or may receive another call. If the congregation has been served by a pastor called heretofore by a mother congregation and the new congregation does not call him, his call to the mother congregation remains. The District President may help to find him a different call.
9. As long as the new church start or new church receives District funding, it will make monthly pastoral and financial reports to the District Mission Executive. It will file an annual report or grant request with the Mission Commission.
10. If it does not work out that the congregation becomes self-supporting, the District shall assist in placing it under the administration of a nearby "mother" congregation as a preaching station once more, merging it with the mother congregation, making it part of a multi-point parish, seeking a bi-vocational pastor for the congregation, or closing the congregation completely.

Articles of Incorporation

Articles of Incorporation are distinct from Constitutions. With the filing of Articles of Incorporation, a new church start organizes as a *legal* entity. This may be done when it has an average of ten (10) or more adults gathering for weekly church services. With the help of competent legal advice, the Articles of Incorporation are to be drawn, then filed with the Illinois Secretary of State.

Following are suggestions for filing Articles of Incorporation. Also see chapter 13 on Organizing and Incorporating from the LCMS *Congregational Treasurer's Manual*.³

³ <https://files.lcms.org/file/preview/DACF898E-2F3C-4B1D-B971-FBCF5108C076?>

1. The new church start needs to pass a resolution authorizing incorporation. (It needs a file copy of this resolution, as does an attorney whose services it retains.) After the resolution to incorporate passes, the new church start elects incorporators. See point 3 below. After the Articles of Incorporation have been accepted, the new church start needs to ratify the selection of these incorporators.
2. An attorney should fill out and file the Articles of Incorporation. (A Constitution and Bylaws are not needed to incorporate).
3. The new church start will need to list 3-7 people on the application as its incorporators. “Board of directors” and incorporators can be, and usually are, the same people.
4. List the home addresses with street numbers (not P.O. Box) of the incorporators listed on the application for Articles of Incorporation.
5. The new church start needs to determine who will be its registered agent and list his or her address. The Mission Commission suggests the District’s designated Business Manager. (If, for example, the treasurer of the new church start or congregation is listed as the registered agent, then every time a new treasurer is elected an Application for Change of Registered Agent must be filed with the Secretary of State.) The registered agent will receive from the Secretary of State the annual report that lists officers. This report must be returned with an annual fee.
6. There is a filing fee for the application.
7. The new church start can also apply for a Federal Employer I.D. number.

CID has a tax-exempt letter and number for state sales tax for all congregations and mission stations. Request a copy from the District’s designated Business Manager. CID congregations are strongly encouraged to apply and have their own tax-exempt number and letter.

Constitution

Every congregation of the Synod must have a Constitution identifying it as a member of The Lutheran Church—Missouri Synod. Be sure to download and carefully read the document, “Guidelines for Constitutions and Bylaws of Small and Developing Lutheran Congregations.”⁴

1. In drawing up a constitution, consult with the District Mission Executive.
2. Upon completion of your proposed Constitution and Bylaws, send electronic copies to the District President and the District Mission Executive.
3. After the Constitution has been approved by CID’s Congregational Constitutions and District Handbook Committee and the CID Board of Directors, it becomes possible to schedule a Charter (and Organization) Sunday with the District President.

“Mother” Church

Prior to organizing and being chartered as a member congregation of the Synod, each new church start receiving CID mission funding should be associated with a “mother” congregation approved by the Mission Commission. This mother church will be the

⁴ <https://files.lcms.org/file/preview/YO7S2SyoHXeEZRC4L6Rqn58udWDQnP5K?>

congregation where the pastor and “members” of the new church start will hold membership. It will authorize the Sacraments and keep records of members and all churchly acts (baptism, confirmation, profession of faith, marriage, burial, transfers, etc.).

If a new church plant is started as a preaching station by an existing LCMS congregation, that existing congregation already effectively serves as a mother church to the new church start. However, if a new church start needs to be paired up with a mother congregation, below is a suggested resolution for a prospective mother congregation to adopt:

Be it *resolved*, that since the Central Illinois District Commission on Mission Services has asked us, _____ Lutheran Church, _____, Illinois, to be the “mother” congregation for the new Lutheran Church-Missouri Synod church start at _____, Illinois, we accept this responsibility.

Be it further *resolved*, that our congregation carry out this responsibility by praying for and assisting the new church start and also authorizing it to administer the sacraments when appropriate.

Be it further *resolved*, that all official acts of the new church start (baptism, confirmation, transfers, profession of faith, marriage, burial, etc.) be recorded as official acts of our congregation and that the new church start’s “members,” including the pastor and his family, will formally hold membership in our congregation.

And be it finally *resolved*, that on the Charter Sunday date of the new LCMS congregation for which we pray and work, our congregation will transfer the appropriate members to our new sister congregation and turn over records of all relevant foregoing official acts.

The Office of the Public Ministry

The Position of Pastor

As St. Paul wrote by inspiration, a pastor is called to “a noble task” (1 Timothy 3:1).

- The pastor is authorized by God to be the public proclaimer of the sermon, the public reader of the Scriptures, and the public administrator of Holy Baptism and the Sacrament of the Altar. “This is how one should regard us, as servants of Christ and stewards of the mysteries of God” (1 Corinthians 4:1).
- The pastoral office is a teaching office. “. . . and what you have heard from me in the presence of many witnesses entrust to faithful men who will be able to teach others also” (2 Timothy 2:2).
- It is an office of shepherding and oversight. “So I exhort the elders among you, as a fellow elder and a witness of the sufferings of Christ, as well as a partaker in the glory that is going to be revealed: shepherd the flock of God that is among you, exercising oversight, not under compulsion, but willingly, as God would have you; not for shameful gain, but eagerly. . . .” (1 Peter 5:1-2).
- Finally, the pastoral office has authority from and accountability to God. “Obey your leaders and submit to them, for they are keeping watch over your souls, as those who will have to give an account. Let them do this with joy and not with groaning, for that would be of no advantage to you” (Hebrews 13:17).

Accordingly, the Lutheran Confessions state that in the church “no one should publicly teach, preach, or administer the sacraments without a proper [public] call” (Augsburg Confession, article XIV).⁵

Doctor Martin Luther indicated that “although we are all priests, that does not mean that all of us can preach, teach, and rule. Certain ones of the multitude must be selected and separated for such an office. And he who has such an office is not a priest because of his office but a servant of all the others, who are priests. . . . The preaching office is no more than a public service which happens to be conferred upon someone by the whole congregation, all the members of which are priests.”⁶ Also, he wrote: “There must be bishops, pastors, or preachers, who publicly and privately give, administer and use the aforementioned four things or holy possessions [namely: the Word, Baptism, the Lord’s Supper, and the Office of the Keys] on behalf and in the name of the church, moreover by reason of the institution of the office by Christ.”⁷

Goals for a Missionary Pastor

A goal is to be specific, measurable, attainable, realistic and have a time schedule. Mission workers need goals, e.g.:

- A goal for calls per week
- A goal for establishing Bible Studies and fellowship groups
- Goals for the first worship service: When will it be? How many will attend?
- A goal for a specific number of members by a pre-determined date
- A goal for beginning a building program

The kinds of goals above are both short- and long-range. In setting goals, we do not attempt to program the Holy Spirit. Rather, we try to organize time and effort in the most efficient ways. APPENDIX F of the present document contains a tool for Professional Performance Evaluation Discussions between mission workers and district staff, usually the Mission Executive.

Mission Statement

Congregations may make their own focused statement of the biblical teaching confessed in the Lutheran Confessions, especially in articles V and VII of the Augsburg Confession (on the Ministry and on the Church, respectively), to set forth the congregation’s purpose in relationship to the Great Commission. Ministries that are receiving any form of CID mission funding and contemplating a mission statement should consult the District Mission Executive for help. Also see APPENDIX A of the present document.

Of possibly greater value than composing a mission statement: consider and state how the mission of the church will be carried out in your locality and with your particular resources.

⁵ *The Book of Concord: The Confessions of the Evangelical Lutheran Church*, ed. Robert Kolb and Timothy J. Wengert (Minneapolis: Fortress Press, 2000), 46.

⁶ 1535; *Luther’s Works*, American Edition [“AE”], 13:332.

⁷ 1539; AE 41:154, translation somewhat altered.

Worship

Liturgy and Hymnody

When a new ministry begins, it is encouraged to make use of LCMS-approved hymnals from the start. Consult the District Mission Executive in procuring a supply of these hymnals.

Alternatively, the new ministry may wish to utilize a complete printed order of worship, containing all hymns, so people new to liturgical worship can follow along easily. Hymns whose text and melody both lie in the public domain may be printed or copied locally without violating copyright law. For safety with regard to copyright as well as overall convenience, the *Lutheran Service Builder* is recommended. See <https://music.cph.org/lutheran-service-builder>

Lutheranism has been blessed with a rich tradition of liturgy and hymns. Through the years, these treasures have been a blessing for God’s people. The LCMS Constitution lists as one of the conditions of membership in the Synod: “Exclusive use of doctrinally pure agenda, hymnbooks, and catechisms in church and school” (Article VI.4). Newer forms of worship are available, but many leave a great deal to be desired. Among other things, for example, we do well to preserve the congregational confession of sins and the pronouncement of absolution by the called pastor (while also encouraging private confession and absolution!). Keep in mind: We are Lutheran, in doctrine and practice. The Concordia Publishing House pamphlet *A Simple Explanation of the Church Service*⁸ is a sample of the resources that provide helpful brief explanations of the elements in the service.

As Lutherans, we will want our liturgy and hymns to express the Christian faith clearly, with a quality worthy of being offered to God in praise. Enlist those who can sing, individually or as a choir, or play various musical instruments. Especially seek out a competent accompanist. If needed, *The Concordia Organist* provides recordings on CD of all hymns and liturgical music in the *Lutheran Service Book*. See <https://www.cph.org/p-11441-the-concordia-organist.aspx> For help in acquiring the above-noted electronic worship resources, consult the District Mission Executive.

Concerning lay readers, please note: the Synod has approvingly quoted the opinion of its Commission on Theology and Church Relations that “the reading of the Scriptures is most properly the function of the pastoral office and should therefore not ordinarily be delegated to a lay person, woman or man.” (1989 Res. 3-14).

Children’s sermons

“Sermonettes” for children have proven valuable as pastors speak of Jesus to the very youngest of those who attend a church service. Such messages are often appreciated by adults too. See APPENDIX B for suggestions.

⁸ CPH item 142175.

The Sacrament of the Altar

When a new preaching station begins to offer either baptism or the service of Holy Communion, the administration of both baptism and the Lord's Supper should be authorized by a congregation. If the preaching station is not an extension of an existing congregation, a "mother" church should be sought. See above, on "mother" church.

Closed communion is the practice of The Lutheran Church-Missouri Synod. (The Synod uses the term "close communion" as a synonym.) No offense need be given or taken when this practice is explained. The Synod's position has been and still is: "Pastors and congregations of The Lutheran Church-Missouri Synod, except in situations of emergency and in special cases of pastoral care, commune individuals of only those Lutheran synods which are now in fellowship with us." We should never allow the exceptions to become the rule or to disregard our practice. As the Synod has noted, "'situations of emergency and special cases of pastoral care' or 'extraordinary situations and circumstances' are, by their nature, relatively rare" (1995 Res. 3-08). See APPENDIX C for sample communion statements.

After Elders are elected, these men may assist the pastor or missionary-at-large with Communion. However, they should not distribute the bread, the body of Christ, and so admit people to the sacrament.

Consecrated wine is to be used for all communicants. In dealing with alcoholics or those who are allergic to wine, mere grape juice should not be substituted.

Schedule

The time schedule is very important to the development of a new mission. It is vital for the growth of the mission and ministry of the congregation. The assumption is that there will be strong emphasis on the involvement of the entire family in the study of God's Word. The goal is for parents to be in Bible study while children are in their classes.

Preaching stations should make efforts to schedule services on Sunday mornings, even if this might require altering a congregation's schedule at its "home" location. However, Sunday afternoons or evenings are also possible times for a service, also Saturday nights. As soon as possible, church services and Bible study for all ages should be offered together.

Two Services

The addition of another worship service at a mission or established congregation is an important step, which should not be taken lightly. Wisdom dictates that "pros" and "cons" be carefully weighed. This decision should not be based on emotion or sentimentality, but rather on what is favorable to God's church and her growth. The addition of another worship service should ultimately be for the purpose of bringing the Gospel to more and more people.

When to add a service? Common sense may suggest that such a move needs to be considered when 80% of the available seating and/or parking is filled. Two services also would be logical if the ability to expand and enlarge facilities is hindered by financial considerations.

Discussion with the District Mission Executive is highly recommended when considering expanding to two services.

Attendance

Registration every Sunday is important. Records need to be maintained both to monitor the attendance of members and to obtain the names and addresses of potential prospects.

Follow-up

Visitors and guests at the Family Education Hour and the Worship Service should be contacted immediately by the pastor and/or other church members. Establish the procedure that works best in your community (telephone calls, letters, personal visits, etc.). Bear in mind the general rule: the more contacts, the better.

Weddings

It is good for every congregation to have a biblical policy for weddings. This policy should indicate that the wedding is a worship service, that unionism will be avoided, and all music played and sung is to be scriptural. Use of one of the Synod's approved agendas is recommended.

In the legal climate of 21st century America, all congregations cannot be urged strongly enough to articulate general statements of belief and statements concerning marriage, gender, and sexuality. Such statements are required of congregations receiving CID ***expansion funding***, ***subsidy funding***, and **SUSTAINING FUNDING**. See APPENDIX D for models.

Administrative Matters

Planning and goal-setting

Planning should be ongoing. Goals are to be set for every year in all ministries receiving CID mission funding. Those receiving ***seed funding***, ***expansion funding***, and ***subsidy funding*** will include their goals in their annual funding requests or reports.

Subsidy funding can be received for a maximum of five (5) years. Ordinarily, there will be a planned reduction in funding on an annual basis. The congregation's planning process should take these realities into account.

The congregation's planning should also include support by new church starts for mission work elsewhere, via contributions to the Synod and the district.

Communications

New church starts are encouraged to communicate well. Weekly bulletins and monthly newsletters should be neat, attractive, and well done to make a good impression and further the proclamation of God's Word.

New church starts should employ electronic communications. An attractive, frequently updated website cannot be encouraged strongly enough. Facebook or a YouTube channel can store recordings of services, possibly also Bible classes. Social media should be used wisely and energetically. Many people will "look in" on a church electronically before they consider physically attending services there.

Church records

Permanent records are to be kept for all official acts. Record should be made of such acts should be made as soon as possible after they take place.

The minutes of official meetings, as well as the financial records of the congregation, will be recorded accurately and kept on file. In the case of ministries receiving ***subsidy funding*** and **SUSTAINING FUNDING**, copies of the minutes of congregational meetings are to be sent to the District Mission Executive. In the cases of ministries receiving *seed funding*, ***expansion funding***, and PARTNERSHIP FUNDING, all meeting minutes relevant to the District-funded work should be sent to the District Mission Executive.

One copy of every Sunday bulletin and one copy of each church newsletter will be kept on file. In addition to a congregation's original constitution and all updates, two (2) copies of particular Sunday bulletins and newsletters that have historic value (i.e., for installation of pastor and workers, ground-breaking ceremonies, dedication of buildings, etc.) should be saved for archival purposes. One set shall remain on file with the congregation and the second is to be forwarded to the District Archivist.

If a congregation receiving mission funding were to disband, its records should be given to the District's archives.

Office secretary

Secretarial needs are minimal at the beginning of a new ministry. Sunday bulletins can be produced by volunteers, or perhaps by the staff at the mother church. Other communications can often be handled by volunteers also.

As needs grow, part-time secretarial help may be arranged, to allow the pastor maximum time to devote to the ministry. CID salary guidelines contain recommendations for compensation of church secretaries and others.

Church seal

A church seal may be used on certificates for official pastoral acts of the congregation. A seal can be ordered when a new church start has been received as a congregation of The Lutheran Church—Missouri Synod.

Discounts

See the District Mission Executive for information on discounts potentially available to new missions.

Evangelism

Pastors and congregations will recognize the massive importance of the Lord's ongoing mission to seek and save the lost (Luke 19:10). The Holy Spirit brings people to the saving faith through hearing the Word of God (Romans 10:17). Accordingly, church members of all ages should be taught to tell the Good News about Jesus, observing the proper distinction between Law and Gospel. New church starts and churches should encourage and equip people to communicate the Gospel both in their personal lives and through participation in organized church efforts. They are advised to develop invitations to church and put these into the hands of people who can in turn use them.

Making contacts via calling on people in their homes of the community should be a priority for a missionary pastor called by a congregation that is receiving *seed funding* or the pastor of a congregation that receives ***subsidy funding***. If worship services have not yet begun, a missionary pastor is to be making calls on a daily basis. Calls can well be made from 9:30 a.m. until 8:30 p.m. The pastor should set an appropriate, realistic goal for his calling daily. A goal of 12-15 calls each day is realistic in a city setting or suburb. Contacts can be made online, but there is no substitute for person-to-person visits. After a new church is organized, pastoral calling continues to be key to growth. Four hundred fifty (450) evangelism calls per year is a good goal for the mission pastor. This amounts to about 40 calls per month for 11 months of the year; about 10 evangelism calls per week.

CID's Mission and Evangelism Executive is available as a resource. He can familiarize congregations with resources available from the Synod.

An Evangelism Committee can be helpful in organizing and guiding. Each congregation is encouraged to have within its organizational structure a committee or at least a leader for evangelism, perhaps also a committee or leader for the incorporation of new church members, so that as many members as possible are enlisted in witness and outreach activities. See APPENDIX E on Adult Catechism Classes, especially toward its end, and consult the District Evangelism Executive for assistance.

Adult Catechism Classes

Adult Catechism Classes form a “bridge” between evangelism and ongoing Christian education. Their role they play cannot be overstated. See APPENDIX E for suggestions concerning them.

Christian Education

Congregations will institute and maintain a program of Christian education for children, youth, and adults. Each congregation is encouraged to have within its organizational structure a committee or at least a leader for Christian education.

Sunday School and Adult Bible Class (Family Education Hour) is to emphasize the involvement of the entire family in the study of God’s Word. Even if you have few children, teach them well! It is suggested that sessions be at least fifty (50) minutes long, normally conducted fifty-two (52) weeks a year. Taking weeks off, for example, in summertime, can offer a negative message. If a new church start or new church does not offer Christian education on Sundays year ‘round, visitors may go looking for another church that does not cut back on the study of God’s Word. Even church members may rationalize that the church seems not to be very serious about engagement with God’s Word during summer, so why should they be serious about it?

Ordinarily, the pastor should teach the adult Bible class. If it becomes necessary for a layman to teach the class, the materials used should be not only educationally appropriate but also theologically sound. The instructor ought to meet regularly with the pastor. Additional classes during the week can be important mission tools as well. Any small group Bible studies must be well-supervised by the pastor. In ministries that are receiving CID *seed funding*, *expansion funding*, *subsidy funding*, and **SUSTAINING FUNDING**, all Bible study materials for classes not being taught by the pastor (including Sunday School and Vacation Bible School) should have passed LCMS doctrinal review.

Vacation Bible School is another important mission arm of a new church start or new church. Only doctrinally approved curriculum is to be used. Conducting VBS in the evening can be the key to getting enough volunteers.

A good program of Christian Education will include catechism class for young people, other weekday classes, Adult Catechism Classes (see above).

The pastor should provide for regular and adequate teacher training for Sunday School and VBS teachers. His call makes him accountable for all doctrinal teaching in the congregation. Well-indoctrinated teachers are essential. An important aspect of all training should be that teachers become adept at distinguishing between Law and Gospel.

Stewardship

Christian Stewardship is the free and joyous activity of the child of God and God's family, the church, in managing all of life and life's resources for God's purposes. These resources include time, talents, and treasures, but that is not all. There is also stewardship of opportunity, for example. And there is stewardship of the Gospel.

Stewardship is part of every Christian's vocation. New church starts and new churches should deliberately and regularly teach biblical stewardship. For planning purposes, they should then heavily consider asking congregation members what monetary contributions they are planning (sometimes called a "pledge"). Offering envelopes and online giving techniques can be used to provide a summary of monetary gifts at year's end.

Even the newest congregation should annually adopt a Mission giving goal. That is, it should determine how much money it plans to remit to Synod and District. In addition, new church starts and new churches are encouraged to receive one dollar per church member per week to lend additional support to mission efforts. This is called a "Dollar for Missions" (DFM).

Fund-raising

The church has been established to preach repentance and the Gospel of God's free grace. Certain forms of fund-raising can involve the congregation in activities that divert its attention away from "making disciples."

The church's mission is the church's responsibility. Supporting it is the church's privilege. Others should not be expected to fund it, nor should it grow dependent on their funding. A congregation would do well to deliberate very seriously before it engages in fund-raising, which should in any case be both limited and careful.

Financial matters

Every congregation should adopt effective methods of annual budgeting, and have a system for counting, depositing and keeping a record of all gifts and offerings. (Note: DFM funds, which should be remitted to the District on a quarterly basis, should be tracked separately from all other offerings.)

Every congregation should have a Treasurer who disburses all monies, paying the bills as authorized by the congregation. The Treasurer should keep a proper accounting record of each transaction in a manner approved by the congregation. The Treasurer is also responsible for providing the W-2 and 1099 forms required by the Internal Revenue Service on or before every January 31 to all who have received any wages during the previous year.

Other important financial information is in the Synod's *Congregational Treasurer's Manual*.⁹

Financial and pastoral activity reports are expected every month from every ministry receiving CID mission funding. Non-submission of reports may bring about delay or withholding of district funds until such reports are received. If a ministry has adequate funds at a particular moment, the district may also elect to defer provision of funding for future use when it may be needed more.

Funding and budgeting

While all CID missions are welcome to communicate with the Mission Commission through the Mission Executive at any time, for ministries to begin receiving *seed funding* or *expansion funding*, they must submit requests to the Mission Commission through the Mission Executive by no later than September 1 for funds to be disbursed the next calendar year. These requests, and subsequent ones for continued funding in years following, should include:

- projected mission goals for the next year;
- a budget itemizing projected mission expenditures for the next year;
- an overall summary of mission receipts and expenditures since the last request;
- a projection of anticipated receipts for the next calendar year; along with
- a request for District funding for the next calendar year.

For ministries to begin receiving *subsidy funding*, they must submit requests to the Mission Commission through the Mission Executive by no later than September 1 for funds to be disbursed the next calendar year. These requests, and subsequent annual reports in years following, should include:

- projected goals for the next year;
- a budget itemizing projected expenditures for the next year;
- an overall summary of receipts and expenditures since the last request or annual report; and
- a projection of anticipated receipts for the next calendar year.

Ministries receiving PARTNERSHIP FUNDING or **SUSTAINING FUNDING** will work on a case-by-case basis with the Mission Executive and Mission Commission. However, also here the general rule remains that requests for any substantial change in funding should be made by September 1 for possible implementation during the following calendar year.

Salary scale

Synod-rostered church workers doing mission work supported by CID mission funds should be compensated according to CID compensation guidelines for whatever portion of their workload is devoted to this CID-supported work. In general, ministries receiving CID mission

⁹ <https://files.lcms.org/file/preview/DACF898E-2F3C-4B1D-B971-FBCF5108C076?> The CID office also has copies.

funds should use CID's compensation guidelines, which include subjects other than salary such as housing policies, vacations, Concordia Plans, auto allowance, utilities, etc. See also the LCMS Treasurer's Manual for information on housing allowances.

If one-third or more of the salary for Synod-rostered church workers is paid by CID mission funds, the Mission Commission's approval should be sought before these church workers offer their services for remuneration, e.g., conducting seminars, accepting employment, or serving as a vacancy pastor or worker-priest.

Policy on Gifts to Ministries that Receive CID Mission Funding

From time to time individuals, parishes, and congregational organizations make solicited and unsolicited gifts to various ministries that receive CID mission funding.

1. Funds donated *directly* to a specific ministry or mission are to be reported on the monthly financial report to the district. Report the sources of these funds, the amount and intended purpose.
2. All equipment, furnishings, etc., so donated become the property of the entity for which the gifts were given.
3. If not given for a specific purpose, monetary gifts can be used for regular yearly expenses. Funding from CID may be reduced in view of an abundance of donations received.

Additional Duties of Church Workers in Ministries receiving CID Mission Funding

- Submit all required reports: monthly activity and financial reports and annual reports or requests.
- Instruct the congregation on policies of the Mission Commission that apply to the ministry. Call to the Mission Commission's attention any difficulties that these policies may create.
- Attend to soul conservation by actively referring to the nearest sister congregation and pastor the names and addresses of members who move; inform the relocated members of this nearby sister congregation and pastor; encourage a transfer of membership at an early date.
- Receive the approval of their congregations prior to taking any course of study at a college, university, or seminary. If one-third or more of the salary for Synod-rostered church workers is paid by CID mission funds, the Mission Commission's approval should also be sought.
- When receiving a call, notify the appropriate people including the District President and Mission Executive.

Building Plans and Programs

Before undertaking any plans for the purchase or sale of land or for the erection or sale of a church, parsonage, or any other building, ministries receiving CID mission funding should consult with the District Mission Executive.

Suggested Procedure for Calling a Pastor

1. When a pastoral vacancy occurs in any CID congregation, an informational and planning meeting of the voters' assembly needs to be called. This meeting shall be arranged in cooperation with the District President. (If one-third or more of the salary for the pastor is paid by CID mission funds, it is highly recommended that the district Mission Executive should also be present at this meeting.)
2. A Vacancy Pastor doing mission work supported by CID mission funds should be compensated according to CID compensation guidelines for whatever portion of his workload is devoted to this CID-supported work.
3. Procedures adopted by the Synod and district shall be followed in the calling of a pastor, e.g., that the District President or his representative should be present at any call meeting.
4. The District President is to be contacted and requested to submit names for the call list.
5. Call for Congregational Nominations:
 - a) The congregation's constitution and bylaws should be followed in the calling procedure.
 - b) The following announcement can be placed in the Sunday bulletin for at least two consecutive Sundays:

ALL MEMBERS of the congregation are invited to submit in writing the names of pastors on the clergy roster of The Lutheran Church-Missouri Synod for the office of pastor. (Please include where the pastor now serves.) Nominations should be submitted to _____ (fill in the blank as appropriate).
6. Names received from members of the congregation are forwarded to the District President for up-to-date information.
7. If one-third or more of the salary for a new pastor is paid by CID mission funds: the list of nominations by the congregation and the District President is shared with the Mission Commission for review. This is a part of the partnership relationship that exists between the Mission Commission and the congregation. The FINAL CALL LIST from which the congregation elects its new pastor will be one that has been approved by the Mission Commission.
8. At a voters' meeting, the names on the approved call list shall be placed before the assembly. From these names, the congregation may delimit a "short list." In any case, the congregation shall follow the procedures of its own constitution and bylaws in extending the call.
9. After a pastor is elected, he should be contacted by telephone before the meeting is adjourned. The "Diploma of Vocation" (the official call document) should be ready to be signed by the appropriate officers. This call document, with an accompanying letter, is to be sent as quickly as possible. It will provide information from the congregation, including a

description, challenge, history and other items that will be helpful to the pastor-elect in making a decision. A copy of the present document is to be included.

10. Each member of the congregation is encouraged to pray regularly for the pastor-elect.
11. The pastor receiving the call may wish to visit the congregation. Expenses for this visit should be reimbursed by the congregation at the current district mileage figure, or actual plane fare, plus lodging and food.

Moving Arrangements for a Called Worker

Upon acceptance of a call to a mission, any worker called by CID will gain the approval of the Central Illinois District's designated Business Manager for all-moving arrangements and costs. Workers called by CID congregations will gain such approval not only from the calling body but also from the Central Illinois District's designated Business Manager if one-third or more of the worker's salary is paid by CID mission funds.

Moving expenses to be paid include moving van plus additional appropriate allowance for boxes and packing, IRS mileage amount for one car from the previous residence to the new residence and meals and lodging for the entire family enroute to the new residence.

Lodges

The Missouri Synod policy regarding fraternal organizations is stated in Synod Bylaw 3.9.5.4.1. It is binding on all the members of the Synod.

Charismatic Movement

Certain doctrines held and taught by some individuals and groups in the charismatic movement are mere human opinion and not clearly taught in Holy Scripture. Such doctrines endanger people when Christians are directed to their own subjective experience, instead of the objective Gospel, for assurance of forgiveness, faith, and the Holy Spirit's indwelling. The teaching of such doctrines leads to division within and between congregations, even when charismatic Christians have good intentions. Such doctrines are contrary to the Bible, add to or detract from the Gospel, and prove dangerous to the salvation of souls. CID missions are warned against the false teachings of the charismatic movement and are strongly urged to emphasize in a positive way what the Bible teaches concerning the work of the Holy Spirit.

APPENDIX A: On Mission Statements

Before writing a mission statement, it would be good to review the following:

It is the will of our Lord Jesus Christ that His church should proclaim the Gospel to the whole world. That Christ's mission might be carried out according to His will, God wants His church to

- Gather together for worship (Hebrews 10:24-25)
- Practice fellowship (Acts 2:42)
- Tell all people the Good News about Jesus (Matthew 28:16-20; Mark 16:15; Ps. 51:13; 1 Peter 3:15)
- Grow in the Word of God (Col. 3:16, 2 Tim. 3:14-17; 1 Peter 2:1-3)
- Serve the needs of the body of Christ and all others in Christian love (John 13:34-35; Gal. 6:10)
- Administer the Office of the Keys (Matthew 16:19; 18:15-20; John 20:21-23; 1 Peter 2:9)
- Maintain unity, decency and order within (1 Corinthians 14:40, Ephesians 4:1-6; 5:1-21)
- Remain faithful to God's Word (2 Timothy 3:1-4:5)

A helpful Bible study and model mission statement can be found in the Concordia Publishing House *Lifelight: Foundations* course *The Christian's Mission* (2011). Pastors wishing to teach this course can access session-by-session companion audio at

<http://www.cidlcms.org/outreach-course-companion-audio.html>

A mission statement may be placed before all regularly and frequently. It can appear in the bulletin every week, in each issue of the newsletter, and on the web page.

APPENDIX B: On Children's Sermons

Some churches have found it good to set aside time during or just prior to church services for the pastor to preach the Gospel especially to children but in the presence of the entire congregation. Others benefit from this proclamation as they "overhear" it. Among other things, this practice impresses upon parents and grandparents the need to tell children about Jesus clearly and simply, and it shows that your church's pastor is determined to do so.

Suggestions for pastors contemplating such children's sermons:

- Speak especially to the children who will have the most difficulty paying attention to the service and understanding it, namely, the very young – say, 3 or 4 year-olds. Object lessons involving analogies do not work best for children of this age. Instead, tell a story, perhaps as you show an appropriate picture, or teach a song or a short Bible passage.
- Consider placing the children's sermon right before the service starts. Then the children can be alerted to watch and listen for an element or two in the service that will follow.
- In children's sermons, pastors can begin familiarizing children with the parts of the catechism in a simple and age-appropriate way. Concentrate especially on the Ten Commandments, the Creed, and the Lord's Prayer. Teach children about their Baptism.

APPENDIX C: Sample Communion Statements

- Today we celebrate the Sacrament of the Altar, in which we joyfully receive Christ's body and blood, under bread and wine, for the forgiveness of our sins. Joining in this sacrament, we also give public confession of our unity in the Christian faith. We invite to commune members, who are being communed by their home pastors, of other congregations of The Lutheran Church—Missouri Synod, or of congregations belonging to church bodies in altar and pulpit fellowship with our Synod. If you would like more information about this practice, or any other teaching of the Lutheran Church, please make an appointment to speak with our pastor.

or

- Today as we celebrate the Sacrament of Holy Communion, we will receive the body and blood of our Savior. We receive the forgiveness of our sins and the strengthening of our faith. Since the Lord's Supper is also an expression of our common confession of the Christian faith, we ask that those who receive this meal be members of Lutheran Church—Missouri Synod congregations or of congregations of church bodies in fellowship with this Synod, and in each instance that they are being communed by their home pastors. Those who would like more information about this practice or any other teaching of the Lutheran Church are asked to make an appointment to speak with our pastor.

or

- Holy Communion is celebrated today. If you have never before communed at our altar, please first make an appointment to speak with the pastor.

APPENDIX D: Model Statements

Statement of Belief and of Final Authority for Matters of Faith and Conduct

_____ Lutheran Church, and every one of its members, accepts without reservation 1.) the Scriptures of the Old and New Testaments as the written Word of God and the only rule and norm of faith and life and 2.) all the symbolical books of the Lutheran Church contained in the Book of Concord of 1580 as a true and correct statement and exposition of the Word of God (_____ Lutheran Church Constitution, Article ____; compare the Constitution of The Lutheran Church—Missouri Synod, Article II). As a member congregation of The Lutheran Church—Missouri Synod (LCMS), in accordance with the Synod’s Bylaws, _____ Lutheran Church honors and upholds the doctrinal resolutions and statements of the Synod (LCMS Bylaws sections 1.6, 1.7, and 1.8). It also receives guidance from statements produced by various departments of the Synod such as the Synod’s Commission on Theology and Church Relations. (See LCMS Constitution, Article III. 6.)

The LCMS is not an ecclesiastical government with legislative or coercive powers (LCMS Constitution, Article VII). So while _____ Lutheran Church upholds teachings and practices consistent with Scripture and the Lutheran Confessions, and while it honors and upholds the Synod’s doctrinal resolutions and statements, as a self-governing congregation it establishes policies suitable for its local circumstances. _____ Lutheran Church operates according to its own Constitution and Bylaws, which as a member of the Synod it submits for review and approval by the Synod’s Central Illinois District (Synod Bylaw 2.4). _____ Lutheran Church’s Constitution and Bylaws establish an orderly way of making decisions and authorizing activity in and for the congregation.

Statement on Marriage, Gender, Sexuality, and the Sanctity of Human Life

We believe that God wonderfully and immutably creates each person as male or female (Gen. 1:26-27). Marriage is the uniting of one man and one woman in an exclusive lifelong union (Gen. 2:18-25). Any form of sexual immorality (including adultery, fornication, homosexual behavior, bisexual conduct, bestiality, incest, and the use of pornography) is sinful and offensive to God (see Matt. 15:18-20; 1 Cor. 6:9-10, 18-20; Eph. 4:17-19; 5:3; 1 Thess. 4:1-8; 5:22; Tit. 2:11-12; Heb. 13:4). God offers forgiveness in Christ to all, calling upon sinners by the power of the Holy Spirit to repent and believe the Gospel of Christ (John 1:29; Mark 1:15; 1 Cor. 6:9-11; 12:3; Acts 3:19-21). Also, since every person is to be afforded compassion, love, kindness, respect, and dignity (Mark 12:28-31; Luke 6:31), hateful and harassing behavior or attitudes directed toward any individual are to be repudiated as according neither with Scripture nor the practice of _____ Lutheran Church.

We believe that God created human life in His image. All human life is of inestimable worth, including pre-born babies, the aged, the physically or mentally challenged, in every stage or condition from conception through natural death. We are called upon to value, defend, and protect all human life (Ps. 71 and 139; Jer. 1:5; Lk 1:41-44; Pr. 31:8).

To preserve this congregation's witness to its members and the community it serves, _____ Lutheran Church requires all its workers to abide by this Statement on Marriage, Gender, Sexuality, and the Sanctity of Human Life. (See Matt. 5:16; Phil. 2:14-16; 1 Thess. 5:22). This provision applies to all who work in church [or school] in capacities that sustain the congregation's mission of proclaiming the Gospel, including church council, board, and committee members who make and implement decisions affecting this mission.

APPENDIX E: Adult Catechism Classes

Every congregation in CID is strongly encouraged to schedule at least two (2) Adult Catechism Classes each year. (These are sometimes also called Adult Information Classes, Adult Instruction Classes, or Adult Membership Classes.) Concentrated, Scripture-based and Gospel-centered instruction on the basics of the faith is one of our great strengths as Lutherans. Teaching such classes is one of the best things our pastors can do.

Suggestion: make or update a prospect list every time such an Adult Class is scheduled. The pastor and/or laypeople should make personal calls on all Adult Class prospects. A letter of invitation in advance of the first class, and/or e-mail or text message, may reinforce these calls. Send a note or make a follow-up call to prospects who did not attend the first class. They may have been fearful that they would be the only people present, and they may well come the next time.

The class itself ought to cover at least the six chief parts of Christian doctrine from the Small Catechism. Instruction should not be sparing, but thorough. Consult the District Evangelism Executive for suggestions about curriculum materials and making a maximum amount of time available for discussion during class sessions.

The reception into membership of new adults should be a “special day” in the life of the congregation and its new members. Special fellowship and reception activities can help in assimilation of the newly received. Again, the District Evangelism Executive can be a resource.

The first year of a new person’s membership stands out as important, especially the first six months. Where assimilation effectively fails to occur within this period of time, inactivity and dropout frequently follow. During this stage in the life of new members, the congregation’s assimilation plan should be vigorously put into effect with respect to them. Sponsors can be assigned to aid the process of assimilation.

Those attending the Adult Class need to be encouraged to be faithful in Sunday morning worship and the Sunday morning Bible Study. If the Adult Class meets on a weeknight, the congregation also might consider offering an ongoing Bible study on the same evening, if not at exactly the same time, for people who have grown accustomed to learning God’s Word in a group on that particular night of the week and who want to continue doing so.

6. Professional growth during this period

7. Spiritual health

8. Progress of ministry

9. Other

10. Personal Qualities

- 1) Advances the mission
- 2) Sensitive to people
- 3) Able to adjust and adapt
- 4) Creative in solving problems
- 5) Fair in solving problems
- 6) Outreach-minded

- 7) Available to “congregation”
- 8) Physical stamina
- 9) Good Christian example
- 10) Positive mental outlook
- 11) Takes care of outward appearance
- 12) Genuinely pleasant and attentive
- 13) Delegates authority and tasks
- 14) Approachable
- 15) Attends circuit & district meetings
- 16) Admits mistakes
- 17) Shows appreciation for contribution of others
- 18) Impartial
- 19) Works appropriate numbers of hours
- 20) Willing to listen
- 21) Faithful in ministry

11. Professional Qualities

- 1) **Preaching – content** (for pastors only): This is “what” is being said in the sermon. It would center on how biblical it is, how well it relates to our lives, and is it presented in a logical manner? Is the sermon Christ-centered? Does the sermon properly distinguish between Law and Gospel? Does the Gospel predominate in the pastor’s preaching?
- 2) **Preaching – delivery** (for pastors only): This would relate to “how” it is being said. Is the preaching slow, stumbling, hard to listen to, lifeless, dry, and poorly read? Or is it energetic and bold?
- 3) **Witness**: This would be the ability to articulate the Gospel in a winsome way appropriate to the person with whom one is conversing.

- 4) **Outreach**: This would be the ability to motivate and organize efforts to move people from their first contact with the church to being gathered around Word and Sacrament as disciples.
- 5) **Teaching Ability**: This would be the ability to conduct Bible classes effectively, to convey ideas easily and to get points across well through a Christ-centered Law/Gospel approach. It is also the ability to be interesting and edifying, not dry and boring.
- 6) **Youth Work**: This would be the ability to relate well with young people, to understand their needs, to help them, to work well with them and lead them.
- 7) **Spiritual Concern**: This reflects the worker's love for the people of the ministry, willingness to serve in a Christ-centered way when they have difficulties, and to help when he/she can. It means being available, being open and loving and relating well.
- 8) **Administrative**: This would be the ability to organize, get things done on time, to produce work that reflects professional standards, and to keep records and books up-to-date.
- 9) **Leadership**: This would be the ability to give direction to the ministry and assist it to adopt and attain goals in keeping with a Christ-centered ministry.
- 10) **Cooperation**: This denotes willingness to work with others, to use the gifts of people in a Christ-centered way.
- 11) **Initiative**: This denotes willingness to carry out the various aspects of the ministry in a Christ-centered way without prompting, but rather being a self-starter.
- 12) **Patience**: This relates to self-control, to the ability to wait for the right time for suggestions to be made, and to remain calm and not easily irritated.
- 13) **Tact**: This denotes the ability to be diplomatic and to be sensitive to people's needs and feelings in a Law/Gospel manner. It includes being tactful, polite and courteous.
- 14) **Personality**: This denotes the way a worker relates to people in the parish and community in a Christ-centered way. It means not being distant but warm, friendly and out-going.

Comments: _____

1. What is the worker's greatest strength?

2. Indicate the particular area(s) in which improvement is needed:

3. Indicate attainable goals to be accomplished over the next year:

Date of conversation with called worker: _____

District Staff Member's Signature: _____

Worker's Signature: _____