

CHAPTER IV

THE LOCAL CHURCH

I. Congregational Structure ¹

A. ORGANIZATION AND FUNCTION

Preliminary to any plan of local church organization is an understanding of the mission of the church. This mission, set forth in the great commission, though never fully understood, may be defined as having an inner and an outer direction. The inner mission of the church is to nurture its members, seeking ever to bring them more and more to the stature of maturity in Christ. The outer mission of the church is to be related, as God's instrument, to the problems and the needs of the world. These two major functions of the church are achieved to the extent that they are undergirded with stewardship of time, talent, and material resources.

The congregation is a basic unit of the church at work in the world. Servants of the Lord must be alert to the needs and the opportunities about them. They must make their ministry relevant to the changing times and should always be creative in communicating the Word and the love of God.

To these ends each local congregation should develop its own articles of incorporation (where applicable), constitution, and bylaws, clearly defining its organizational structure and working procedures in harmony with Church of the Brethren and district polity. Articles of incorporation are the formal legal document filed with the state of incorporation. A constitution is regarded as a statement of the fundamental principles of government adopted by the church. The bylaws are detailed rules and regulations that allow for the effective working of the congregation within its basic principles and procedures to be incorporated into a local church plan of organization. This organization plan is a model only and should not necessarily be taken as legal articles of incorporation. If the church is to be duly incorporated by the state in which it is located, the congregation shall consult the district office for proper compliance to state corporation laws.

B. ARTICLES OF INCORPORATION

Articles of Incorporation should provide the information required by the state of incorporation. It is usually preferable that the articles contain only information required by state law.

C. SUGGESTED CONSTITUTION

(While a constitution is not legally required for an incorporated congregation, it has often been used even by such a congregation to designate fundamental positions. If a constitution is not used, the kinds of information described in this section may be contained in the bylaws.)

1. Name of the Congregation

The local church shall have an official name. The church is deserving of a Christian name.

2. Affirmation of Faith and Purpose

This congregation . . .

- a. is founded upon the faith that there is but one God who is a personal God who in holy love creates, sustains, and orders all;
- b. confesses Jesus Christ as the Lord of the church and of all life;
- c. believes that the Holy Spirit is at work in the hearts and minds of believers, creating and sustaining the church through the gospel, giving guidance and comfort, and uniting believers with their Lord and with one another;
- d. maintains the New Testament as its only creed and rule of faith. In the Holy Scriptures is recorded God's search for all people, which is climaxed in God's redemptive act in and through Christ. Through the Bible God still speaks and continues to accomplish God's redemptive purposes;
- e. believes that the gospel is the good news that God was in Christ reconciling the world unto himself. Through the gospel God's sovereign will and Christ's redeeming grace are revealed;
- f. holds that the church is the body of Christ and is under the Lord's mandate to be faithful in accepting and transmitting the gospel by word and deed;
- g. considers that all members of the congregation, of the body of believers, are responsible for the total ministry of the church;

- h. accepts the ministry of the church to be the proclamation and fulfillment of the gospel for all people both near and far, and the nurture of individual believers in the Christian faith and life.

3. Mission and Vision Statements

The congregation should discern, develop, and implement mission and vision statements. The mission statement defines the primary purpose of the church, why the congregation exists, and its understanding of what God is calling it to be. The vision statement defines the specific ministries to which the congregation understands God to be calling it, what God is calling it to do. The mission statement should be reviewed at least every five years and the vision statement every three years.

4. Relationship to the Whole Church

a. *The church universal*

The local church is part of a larger whole, which comprises the complete body of Christ. The local church, therefore, shall recognize other Christian bodies and denominations and shall seek to cooperate with and give direction to the united efforts of the church.

b. *The church denominational²*

The congregation shall covenant to support faithfully the program of the Church of the Brethren, recognizing Annual Conference enactments of the Church of the Brethren as having governing force in its life, and shall remain a member of the Church of the Brethren or its successor. The congregation shall send delegates to those official conferences of the Church of the Brethren in which it is entitled to have representation. In case of strife or division, if any part of the congregation refuses to abide by its obligation as a member of the Church of the Brethren, that part of the congregation, whether a majority or minority of its membership, that continues in unity with the Church of the Brethren shall be recognized as the lawful congregation and shall continue in possession of all the property of the congregation.

If the congregation (a) disbands, (b) departs from membership in the Church of the Brethren, or (c) so decreases in numbers and financial strength as to render the congregation unable to fulfill its purpose, the district of the Church of the Brethren in which it is located, or the successor, shall have the right to take charge and control of all property and thereafter to hold, manage, and convey the same at the discretion of

the district. All action taken by the district relating to the property of a congregation shall be in conformity with the provisions of the Church of the Brethren Manual of Organization and Polity (chapter VI of this manual, “Property Holdings and Financial Resources”).

5. Membership³

a. Meaning of membership

According to the New Testament, life in Christ means life in the body of Christ. “For by one Spirit we were all baptized into one body” (1 Cor. 12:13), so that we, “though many, are one body in Christ, and individually members of one another” (Rom. 12:5). Membership in a local fellowship of believers, the congregation, is the way in which we affirm and live out our membership in Christ’s larger body, the church universal. In our interrelatedness with other Christians in the local church, we experience the fullness of the gifts of the Spirit, we discover ways to be faithful to our covenant with God and each other, and we’re able to support one another in carrying out our common calling as the people of God. So it was in the house churches of the earliest Christians, and so it is in the life of God’s people today.

From the time of its beginnings, the Church of the Brethren has affirmed the importance of church membership and sought ways to make church membership more meaningful. It is appropriate, therefore, for the congregation and its members to reflect on their mutual accountability to one another. On the one hand, the congregation has a covenantal responsibility to care for its members, to encourage growth in freedom and discipleship, to help members discover their gifts and find ways to serve, and to provide ministries that respond to both spiritual and physical needs. On the other hand, each member has a covenantal responsibility to participate regularly in the life of the congregation, to seek the counsel of the church in living out the way of Christ, to challenge the church to greater accountability to its calling, to respond to opportunities to serve in the congregation and beyond, and to contribute to the church’s ministries in every way possible. Congregations may use these general guidelines as a basis for developing more specific expectations for their membership.

At the heart of our calling as members of Christ’s body is the summons to follow Christ as his disciples. Christians do not live unto themselves but are called to seek first the kingdom of God, to risk themselves for Christ’s sake, and to take up the way of the cross. It is no easy task to accept and practice the costly grace of radical discipleship. In the

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community of faith, however, we find courage and strength to live out our discipleship in solidarity with others.

b. Entering into and renewing church membership

Membership in the local church is open to all people who by their own act of faith say yes to God's offer of new life in Christ and accept the vocation of the covenant community, as taught and practiced by the Church of the Brethren. One of the responsibilities of the congregation is to reach out to people irrespective of race, national origin, or status in life, to share with them the good news of God's grace in Jesus Christ, and to invite them to enter into the life of Christ's body.

When individuals respond to this invitation, the church shall take steps to prepare them for membership. Part of this preparation should consist of classes of sufficient length on the meaning of church membership. Such classes offer an opportunity for people to explore the faith and history of the wider Christian community, to study the particular story and distinctive emphases of the Church of the Brethren, and to become familiar with the life and expectations of the congregation they will be entering. In addition to providing membership classes, the congregation may choose to identify people who will serve as sponsors of new members to assist in their orientation into the life of the church. In whatever ways the congregation chooses to prepare people for membership, the pastor or minister has a key role to play here.

When those seeking membership have completed their period of preparation, the deacons⁴ shall recommend them for membership in the congregation. Following a congregational confirmation of acceptance as members, individuals may be received into the church in one of three ways:

- 1) Confession of faith and baptism by trine immersion as practiced by the Church of the Brethren.

- 2) A letter transferring membership from another congregation of the Church of the Brethren or of another Christian denomination.
- 3) Reaffirmation of faith and renewal of the commitment to membership made at an earlier time in another congregation.

Whatever the particular mode of reception, the act of receiving new members should be a festive moment in the life of a congregation. It is a time for old and new members to affirm their relationship with one another, a time to celebrate the joys and responsibilities of living in covenant in Christ's body, and a time to lift up the lifelong process of growth to which baptism should lead.

The sequel to entering into membership is the renewing of membership. Only as we regularly renew our covenant with God and with one another does that covenant function in a vital way. Historically, Brethren worked at renewal of membership through an annual visit by the deacons to the homes of members to reflect on the health of each person's relationship with Christ and the church—and through the love feast, which traditionally followed that visit. Whether through its practice or through other models of calling one another to accountability, the congregation shall provide its members with annual opportunities to examine their faith and calling and to renew or reaffirm their relationship with the church. As a part of this process, members may be invited to make specific commitments related to their participation in the life and work of the church.

c. Membership classification

Members shall be classified in one of three ways for statistical purposes and reported accordingly on annual report forms:

1) Members

Members of the congregation shall consist of those people who have been received into the church by baptism, letter, or reaffirmation of the faith, and who choose to continue their membership when the congregation invites them to examine and renew the covenant relationship, thereby confirming their intention to fulfill the responsibilities of members as described above.

In congregations that are aligned with two or more denominations, members shall be regarded as full members of each of the related denominations, nurtured in and oriented to the traditions of each

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church, and encouraged to enrich one another through their differences, seeking strength and unity together. Annual report forms shall provide a way for such congregations to identify their multiple affiliation, so that statistics on membership and giving can be understood in the light of dual or multiple commitments.

2) Associate members

Congregations may grant associate membership to two categories of people:

- a) temporary residents, such as students and winter residents who participate in the life of a congregation on a seasonal or short-term basis, and who continue to hold membership in another congregation in the community of their permanent residence;
- b) former residents, such as people who have moved to a new location in which there is no Church of the Brethren, and who wish to continue a relationship with the Brethren at the same time that they become members of another Christian community.

Associate members have the right to vote and hold office in the congregation granting their associate status and have a responsibility to contribute resources to support the ministries of that congregation. Associate members are not eligible to serve on the leadership team or to represent the congregation as delegates to district or Annual Conferences. (For more detailed guidelines on the rights and responsibilities of associate members, see Section III.2. of the 1985 Annual Conference Membership Study Committee report.)

3) Separated members

Separated members consist of those people who were received into the church as members, but who no longer participate in the church's life or carry out the commitments expected of members, and who for three consecutive years fail to respond to invitations to reaffirm or renew their relationship with the congregation. Whether the causes of separation have to do with the individual, the congregation, or both, the congregation shall continue to explore ways to restore the broken relationship. (Guidelines for working at reconciliation and restoration may be found in the 1976 Annual Conference statement on "Discipleship and Reconciliation"; also see chapter V, section IV of this manual.) For statistical purposes, members whose residence is unknown and cannot be ascertained for three consecutive years will

also be designated as separated members.

d. Membership termination

Membership in a congregation of the Church of the Brethren may be terminated in one of the following ways:

- 1) Death
- 2) Transfer of membership by letter. A letter of transfer is the property of the congregation and shall go from the granting to the receiving congregation. Either the letter or the accompanying note should indicate whether the member for whom the letter is being sent is a member or a separated member.
- 3) Withdrawal. This action shall be taken by the congregation at the written request of the individual.
- 4) Removal. The congregation may act to remove a person's name from the list of members when . . .
 - a) a member has joined another church, but failed to request a letter of transfer;
 - b) the congregation determines that all attempts at reconciliation have failed.

6. Congregational Forum

In the Church of the Brethren, the congregational forum is understood to be the final authority and governing body within the local congregation; it is the church in business session. The congregational forum shall be a place of open dialogue where members hear reports, discuss new ideas, envision and approve goals, evaluate past accomplishments, make decisions for future direction, and record the voice of the congregation on current issues where Christian witness is urgent. Names used for this gathering should reflect the congregation's understanding of itself and might include congregational forum, congregational business meeting, church council, or congregational gathering.

The congregational forum shall call officers, deacons, ministry team chairs, a pastoral relations team member, and the two at-large members of the gifts discernment team. The congregational forum shall also adopt budgets, rule on policy and organizational matters, and authorize church officials to act

on behalf of the congregation. Separated members shall not be eligible to participate and vote in the congregational forum. The congregational forum should strive for prayerful consensus and unity in its decision-making.

7. Officers of the Church

The officers of the congregational forum shall be the moderator, the church clerk, the treasurer, and the chair of the leadership team (who also serves as assistant moderator).

The congregational forum officers shall make decisions on behalf of the leadership team at their direction or in emergency situations between regularly scheduled leadership team meetings. Decisions of the congregational forum officers shall be made by consensus. If consensus cannot be achieved, the decision must be made by the leadership team.

8. Legal Officers/Trustees

Local congregations need to identify and empower legal officers/trustees as required by the state in which the congregation is located.

9. Leadership Team

There shall be a leadership team consisting of the leadership team chair, chairs of the ministry teams, and the moderator, who serves as vice chair. The pastor(s), the church clerk, the deacon chair, and the treasurer shall be ex officio without vote.

The leadership team shall be invested with administrative powers to plan, coordinate, integrate, and supervise the ongoing program of the congregation. The leadership team is primarily responsible for program, long-range planning, initiation or discontinuation of programs, and the setting of goals and objectives. The leadership team shall be empowered to act on behalf of the congregational forum ad interim, except for those actions specifically reserved for the congregational forum as set forth in this constitution and bylaws.

The leadership team is accountable to the congregational forum. The leadership team shall assure that the mission and vision of the congregation are fulfilled by encouraging and empowering the development of new ministries by individuals and groups and also by evaluating existing ministries and modifying or discontinuing them. These ministries shall aid in fulfilling the mission and vision of the congregation and shall be faithful to the Church of the Brethren heritage and its understanding of the New

Testament as the rule of faith and practice.

The chair of the leadership team shall be called for a three-year term by the congregational forum. The moderator shall serve as vice chair and the church clerk as secretary of the leadership team. The leadership team shall strive for prayerful consensus and unity in its decision-making.

10. Ministry Teams

Ministry teams shall be created by the congregational forum and are accountable to the leadership team. Each team shall be composed of three or more members, including a chair called by the congregational forum. Other ministry team members shall be called by the leadership team and the gifts discernment team. The moderator, leadership team chair, and the pastor(s) shall be ex officio members without vote on all ministry teams. Each ministry team shall choose from its membership a vice chair and secretary.

As needed, depending upon the workload and the size of the congregation, additional ministry teams or short-term project groups shall be created to carry out specific assignments. The number of ministry teams will be based on the identified core functions of the congregation.

In smaller congregations, if there are fewer than four voting members on the leadership team, ministry teams need not be created as such, in which case the leadership team shall function as a whole, delegating various responsibilities among its members. In this case, all leadership team members, including the chair, the moderator, the church clerk, the deacon chair, the treasurer, and the pastor, shall be voting members.

11. Deacons⁵

Deacons may be called for a term or for a continuing succession of three- to five-year terms. After each three- to five-year period of ministry, opportunity should be given for deacons to review their ministry experience. Following a positive review and affirmation, the deacon may enter into another period of ministry.

The deacon body's central interest is the spiritual, physical, and emotional well-being of the church family. Its duties differ significantly from the tasks of ministry teams, whose responsibilities are expressed in programs aimed to support, nurture, teach, and direct the ministry and mission of all the congregation. In contrast, the deacons serve as caregivers of the congregational members.

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Congregations determine the number of deacons needed to meet their needs. When deacons' duties include a caregiving ministry to every household in the congregation, a suggested guide is one deacon caregiver for every ten active households. (See 1997 Annual Conference Statement on "Deacon Ministry in the Church of the Brethren.")

The deacons shall serve as the membership team. They shall recommend individuals for membership. They shall consult with the pastor(s) regarding the listing, classification, reporting, and termination of membership.

The deacons shall receive the names for the at-large positions on the gifts discernment team and shall discern, call, and present the people to the congregational forum for affirmation.

The deacons shall appoint a deacon representative to serve on the pastoral relations team.

The deacon body chair serves as a member of the leadership team by virtue of office without vote. The deacon body representative serves as a member of the gifts discernment team with vote. A deacon body representative also serves on the pastoral relations team. The deacon body is accountable to the congregational forum, to whom it will report directly.

The office of deacon is a congregational office and does not automatically transfer when a deacon moves to a new congregation. The call to participate in

the deacon body comes as a decision of the congregational forum based on the individual's qualifications and the needs of the congregation.

12. Gifts Discernment Team

The gifts discernment team shall . . .

- a. oversee the gifts discernment process and talent/interest/skill inventories;
- b. keep accurate records of member profiles;
- c. serve as a consultative group to church leadership in securing people for ministries in the church;
- d. develop descriptions for every position in the church using a standardized form to include position, title, term, tenure, group to whom accountable, budget resources, duties, and appointments;
- e. oversee the calling of the congregational forum officers, the deacons, the chairs of the ministry teams, the two at-large members of the gifts discernment team, a pastoral relations team member, and delegates to district and Annual Conference using the following process:
 - 1) At least six weeks prior to the congregational call, the gifts discernment team shall announce the positions needing to be filled and their corresponding responsibilities.
 - 2) During that six-week period, the gifts discernment team shall be responsible for educating the congregation on discernment of spiritual gifts and the call process.
 - 3) The moderator shall convene a congregational forum following a Sunday morning worship service, at which time the gifts discernment team shall distribute a blank ballot with a listing of positions to be filled.
 - 4) Names of those people who are ineligible (church officers and leadership team members serving unexpired terms) shall be shared with the congregation.
 - 5) After a time of prayer and discernment, the members of the congregation shall be instructed to write the name of the person they

believe should be called to each position that is open.

- 6) The gifts discernment team shall receive these names and, based upon these names from the congregational forum, the spiritual gifts inventory, and prayer, issue a call on behalf of the congregation to the individual for the position.
 - 7) The deacons shall receive the names for the at-large positions on the gifts discernment team and shall discern, call, and present these individuals to the congregational forum for affirmation.
 - 8) When all positions are filled through this process, the people who have accepted the call for their respective positions will be affirmed by the congregational forum.
 - 9) In the event of an unclear call or a call that is not accepted, the gifts discernment team, after consultation with the leadership team, shall issue the call to another individual.
- f. in the event of a vacancy, together with the leadership team, appoint a person to fill the unexpired term;
 - g. serve as the congregational contact team for district and denominational groups responsible for calling leaders. This team shall have the responsibility for suggesting people for district and denominational leadership;
 - h. consist of the following people: pastor or member of the pastoral team, moderator (shall serve as chair), a deacon body representative, two at-large members (one woman, one man). The at-large members shall serve three years with staggered terms. All members of the gifts discernment team shall serve with vote.

13. Pastoral Relations Team

The pastoral relations team shall . . .

- a. meet with the pastor(s) quarterly, or more often as needed, in an advisory capacity and serve in maintaining good ministerial relations with the congregation;
- b. not fulfill administrative functions. Administrative functions, such as negotiating contracts and salaries, will be the responsibility of the leadership team;

- c. consult with the pastor(s) regarding vacations, professional growth, and training opportunities;
- d. consult with the pastor(s) regarding requests from outside individuals or groups for special appeals, programs, services, or other community or wider church involvements;
- e. assist the pastor(s) in coordinating and giving balance to the various program aspects within the congregation's organizational structure;
- f. consist of one person appointed by the leadership team, one person appointed by the pastor(s), a deacon representative appointed by the deacon body, one person called for a two-year term by the congregational forum. (A second term may be served.) Those appointed shall serve an indefinite term until replacement or resignation.

14. Project Groups

The congregational forum, the leadership team, or ministry teams may constitute or authorize short-term project groups to carry out specific assignments. Such groups may also be constituted by a group or individual within the congregation if the project to be done, as discerned by the leadership team, falls within the stated mission/vision and policies of the congregation. When the specific assignment is achieved, the project group shall be dismissed. Short-term project groups are accountable to the ministry team constituting them or to the leadership team.

15. Records⁶

- a. Official documents

The following official documents related to the ongoing activities of the congregation shall be preserved:

- 1) Deeds, contracts, and other legal and governing documents.
- 2) Minutes of the congregational forum, leadership team, ministry teams, project groups, and other active groups within the congregation.
- 3) Records of members, including name, date received into membership, and date and reason for removal from roll; of ordinations, baptisms, weddings, deaths; worship and Sunday school attendance; annual statistical reports; financial statements;

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significant correspondence by and to called, appointed, and employed officers that documents congregational program and activity.

- 4) Publications, such as weekly worship bulletins, newsletters, bulletins or programs for special events, directories, books, pamphlets, and brochures published by the congregation.

b. Ownership of records

All correspondence and records created by people called or employed to act on behalf of the congregation while acting in that capacity are the property of the congregation held in trust for the use and benefit of the Church of the Brethren. Congregations are urged to arrange for the responsible and safe care of their records and documents.

c. Transfer of records

Church records no longer in active use may be transferred by action of the congregation to a depository approved by the district board, where they can be protected from damage by fire and where, under proper restrictions, they may be open to examination.

Attention is called to the Brethren Historical Library and Archives at Elgin and to each of the Brethren college libraries as appropriate depositories for church records.

16. Structuring and Restructuring Congregations

The district board through its appropriate commission shall direct the work of church extension through the development of new fellowships and congregations, the growth of existing ones, and the receiving of unrelated congregations. When needed, guidance shall be given to the merging or disorganizing of congregations.⁷ Procedures to be followed in organizing and dividing congregations have been summarized as follows:

a. Organization of new congregations

A body of members or the district board, through its appropriate commission, may call for organization when, in the judgment of the said commission, conditions of the place from which the call comes justify such organization. Area councils of churches should be notified and their counsel sought and considered.

The call for organization shall be the responsibility of the district board through its appropriate commission. A moderator shall be selected by the responsible commission. The commission shall provide assistance and counsel in establishing a plan of organization. It shall also assist the organizing congregation in the election of such officials as may be deemed advisable.

The new organization shall then be reported to the district conference, and, after its acceptance as fellowship or congregation by that district conference, its delegates shall be seated in the district conference.

b. Merging organized congregations

When two or more congregations desire to merge, they shall seek the counsel and assistance of the district board. After procedural details have been determined regarding property and other assets, liabilities, organization, and identity, and after a plan of merger has been approved by the congregations and the district board, the board shall recommend the merger to the district conference. Following acceptance of the merger, the new congregation shall be received and its delegates seated.

c. Dividing organized congregations

If a majority of an organized congregation decides to divide into more than one Church of the Brethren congregation, the congregation shall notify the district board of that decision and the date of the congregational forum to determine lines, division of church property, etc., and to elect a moderator for each of the new congregations and other officers, if deemed advisable. The district board shall then send at least one member of the appropriate district commission to the meeting to assist the congregation in those tasks. The new organization(s) shall be reported to district conference and recognition obtained, after which the delegates of the newly formed congregation(s) shall be seated.

If the report of the district board favoring the new organization is rejected by the congregation, the district board may, if deemed advisable, organize the petitioners as outlined above, provided two-thirds of the petitioners support the new organization.

If the report of the district board is unfavorable to the petitioners, they shall be counseled to work in harmony with all the other members in a spirit of love for the best interests of the congregation and to exercise patience until such time as conditions may be more favorable.

d. Disorganizing congregations

Requests for disorganization of a congregation shall be made to the district board. The board shall appoint a committee to consider the request. This committee shall examine the circumstances of this request, consider carefully the spiritual welfare of all involved, and report their findings to the board. Upon receiving this report, the board shall determine the advisability of such disorganization and make a recommendation to district conference. If the recommendation is approved by the conference, the district board shall arrange for a transfer of membership of the then remaining members of the congregation. The district board shall also recommend to district conference a plan for the use or disposition of the property of the disorganizing congregation according to the guidelines in chapter VI, "Property Holdings and Financial Resources."

Special care shall be taken to ensure that the official records of the congregation as listed above are transferred to the district. In addition, related information on the life of the disorganizing congregation, if available, should be transferred to the district. Such information may include . . .

- 1) photographs taken in connection with special events or collected from members;
- 2) newspaper and periodical articles documenting church activities;

- 3) manuscript histories of the congregation or any of its sub-units or activities;
- 4) information about special achievements or honors attained by the pastor or lay members;
- 5) biographical material on the minister and other church leaders;
- 6) artifacts connected with the history of the church.

D. SUGGESTED BYLAWS

1. Personnel Selection and Tenure

- a. The gifts discernment team shall maintain a personnel file indicating the interest, giftedness, and record of service of all members. This team shall develop a process for discerning spiritual gifts of all the members of the congregation and find appropriate ways to use those gifts for the ministry and mission of the church. The team shall oversee the calling of individuals for special duties in the church, such as the officers of the congregation, members of the leadership team, deacons, delegates to district and Annual Conferences, and other positions required by the congregational forum.
- b. The term of office for all officers of the congregational forum shall be three years. Officers shall not be eligible to serve more than two terms in succession.
- c. The term of office for the chairs of the ministry teams shall be three years. They shall not be eligible to serve more than two terms in succession. The other members of the ministry teams shall have a term of two years. They shall not be eligible to serve more than three terms in succession. If any leadership team or ministry team member is absent from meetings without cause for six months, that office shall be declared vacant.
- d. Approximately one-third of the membership of the leadership team and one-half of the ministry team members shall be called in any one year.

2. Employed Staff

a. Pastor(s)

The congregation shall employ a pastor(s) when needed, a person whose faith, aptness to teach, preach, counsel, and administer, and whose educational qualifications have been examined in consultation with the appropriate authorities in the Church of the Brethren.

The pastor(s) shall be properly ordained.⁸ (In special interim situations, a licentiate, or a minister from another denomination, may serve upon approval by the district board.) The pastor(s) shall accept and adhere to the faith and practices of the Church of the Brethren and the local congregation as set forth in this constitution. The pastor's life and conduct shall witness to Christian faith.

The pastor(s) shall be the spiritual shepherd of the congregation and the executive director of the church program. The pastor(s) shall be an ex officio member of the leadership team, ministry teams, and project groups as needed. Normally the pastor(s) shall preach and teach, administer the ordinances, visit and counsel, and in various other ways aid the congregation in worshiping and serving God.

b. Additional professional staff

When the congregation has grown to sufficient size, the employment of additional trained staff shall be considered so as to assure the continued growth of the congregation and to provide adequate leadership for the congregation. Other staff members suggested include a director of Christian education, a director of Christian witness, an associate pastor, a minister of music, an administrative assistant, a congregational visitor, a youth minister, or others.

c. Office secretary

The local church shall provide secretarial assistance for the pastor(s) and the church office. Part-time secretarial assistance shall be provided until such time as the workload requires full-time service.

d. Custodian

Custodial services shall be provided for the care and supervision of the church buildings and grounds.

3. Staff Employment Procedures

- a. The selection and call of a pastor(s) and other professional staff, as well as the termination of their services to the congregation, shall be done in keeping with approved Church of the Brethren procedures and after seeking consultation and guidance of authorized officials of the Church of the Brethren.

A two-thirds majority vote of the members present and voting in a duly called congregational forum shall be regarded as sufficient to express the will of the congregation in extending a call or in voting to continue the leadership of a pastor.

- b. The office secretary shall be employed by the leadership team in consultation with the pastor(s). The office secretary shall be responsible to the pastor(s).
- c. The custodian shall be employed by and be responsible to the appropriate ministry team or leadership team.
- d. The terms of employment for all employed staff shall be carefully stipulated and reviewed annually. When the terms have been mutually accepted, such terms shall be set forth in writing on approved forms and shall be considered an agreement between the contracting parties.
- e. When there are multiple staff, the division of responsibility and the lines of authority shall be clearly defined and periodically reviewed by the appropriate church officials. Although there must be close cooperation and harmony between staff members, in the final analysis all personnel are responsible to the congregation for the conduct of their offices.

4. Church Officers

- a. All officers shall be members in good standing of the Church of the Brethren.
- b. The moderator shall be the official head of the congregation but shall recognize the pastor(s) as the spiritual and executive leader. The moderator shall preside at the congregational forums and serve as vice

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chair of the leadership team and chair of the gifts discernment team. The moderator will be an ex officio member with vote at leadership team and gifts discernment team meetings but without vote at ministry team and project group meetings.

Special Note: Many congregations have had difficulty incorporating the preceding paragraph regarding the moderator in their church organization. This resulted in a query to Annual Conference in 2003, asking for a study of the office of moderator and an update of the role, qualifications and selection of local church moderators. After a two-year examination, Annual Conference approved a document entitled “The Functions and Qualifications of the Local Church Moderator.” That document is reproduced in this Manual as Section II of this chapter and while it does not negate the validity of the suggestions of the 2000 Annual Conference paper on Congregational Structure, it does supersede any previous polity regarding the local church moderator.

- c. The chair of the leadership team shall serve as the assistant moderator.
- d. The church clerk shall keep accurate minutes of the congregational forum and the leadership team meetings. Minutes shall be kept in a volume provided for that purpose and they shall be and remain the property of the congregation.
- e. The treasurer, who shall be an ex officio member without vote of the leadership team and the ministry team related to financial issues, shall keep a book of accounts of the congregation. The treasurer shall receive the financial secretary’s bank deposit slips for all contributions, disburse funds upon proper “order on the treasury,” make written reports of all transactions to the leadership team and to the annual congregational forum, or at such intervals as the leadership team may decide. The treasurer shall report the general state of finances to the leadership team and shall also submit accounts to an audit annually at the direction of the leadership team.
 - 1) The financial secretary shall receive, keep records of, and deposit in the bank for the treasurer all contributions from the members and other public and private offerings, and all other receipts. At least two people shall count and verify in writing all public offerings. The financial secretary shall report periodically to the ministry team related to finances.

- 2) All financial personnel shall give corporate surety, in amounts determined by the leadership team, for which premiums shall be paid by the congregation.

5. Leadership Team

The leadership team shall . . .

- a. provide an atmosphere of worship and invite personal sharing with one another at the beginning of each leadership team meeting;
- b. share resources and opportunities for leadership development offered by district, denominational, and ecumenical agencies;
- c. fulfill the directives of the congregational forum;
- d. assign, supervise, and coordinate the work of the ministry teams;
- e. supervise and coordinate the work of project groups not under the supervision of a ministry team;
- f. project long-range planning, set goals and objectives, and recommend the initiation or discontinuation of programs;
- g. interpret rules of procedure for ministry teams and project groups;
- h. with the gifts discernment team, make all necessary appointments;
- i. with the gifts discernment team, fill all vacancies in elective offices occurring between congregational forums and such other vacancies not otherwise provided for;
- j. act on recommendations from the appropriate ministry team on staff vacancies and present recommendations on personnel and terms of employment to the congregational forum for all professional staff personnel. Nonprofessional staff may be employed by the appropriate ministry teams or leadership team as in harmony with local church practice;
- k. prepare the agenda for the congregational forum;
- l. establish self-allocation proposals for outreach giving and recommend guidelines to ministry teams for budget planning;

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- m. review the proposed budget for presentation to the congregational forum;
- n. approve and supervise, within the limits established by the congregational forum, the expenditure of all funds;
- o. provide for the annual audit;
- p. allocate and define authority with respect to the establishment of bank accounts and the signing of checks and other legal documents;
- q. receive, consider, and make disposition of concerns brought by any group or individual member;
- r. report its activities and actions to the congregational forum;
- s. bring recommendations to the congregational forum when major church policy needs revision;
- t. advise and consult with the pastor(s) when there is no pastoral relations team;
- u. enlist the help and consultation of the district executive/minister and/or other district personnel in program planning and handling of special concerns.

6. Ministry Teams

- a. *Core functions and structure*
 - 1) Mission and vision statements, core functions, size of the congregation, and available resources will determine the number of teams needed.
 - 2) Basic areas of church life will be covered by ministry teams. Ministry teams will be added and dissolved as new areas of ministry are identified, as the congregation's needs change, and as individuals and groups discern ministries in which they want to be involved.
 - 3) Each team will be chaired by a person called by the congregational forum for a three-year term, with a limit of two successive terms.
 - 4) The gifts discernment team and the leadership team will interact to

call others to complete the team. They shall serve two-year terms with a maximum three-term tenure.

- 5) Each ministry team shall have at least three members.
- 6) Each ministry team will . . .
 - a) identify its goals as related to the mission and vision statements;
 - b) identify the gifts and skills needed on the team to carry out its ministry;
 - c) report to the leadership team on a regular basis;
 - d) appoint a vice chair and secretary;
 - e) meet regularly or as needed;
 - f) work cooperatively with those carrying out specific ministries, empowering them with the appropriate authority to fulfill their responsibilities (e.g., Christian education teachers, choir director).

b. *Ministry development*

Ministry teams shall be responsible for developing ministries in areas such as . . .

- 1) fostering the spiritual life of the congregation through worship, music, education, and fellowship;
- 2) securing leadership for special meetings and providing pulpit supply when needed;
- 3) directing the congregation's witness to the world through evangelism, church planting, ecumenical relations, missions, social action, and ministry to the needy;
- 4) acquiring, holding, and conveying property in accordance with the decision of the leadership team and/or the congregation;
- 5) caring for, protecting, and maintaining all church property;
- 6) receiving, disbursing, and recording all funds of the congregation;

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- 7) building the annual budget for leadership team review;
- 8) planning stewardship emphases;
- 9) recruiting, training, and mentoring leaders in cooperation with the gifts discernment team.

c. Duties

Specific duties based upon the core functions for ministry teams are as follows:⁹

- 1) Worship
 - a) Assist in planning varied corporate worship experiences.
 - b) Consult with the pastor(s) regarding the ministry of preaching.
 - c) Plan for seasonal events and special historical celebrations.
 - d) Develop proposals and provide guidance for the ministry of music.
 - e) Give consideration to the use of fine arts in the congregation's program.
 - f) Provide opportunities and suggestions for personal and group meditation and reflection.
- 2) Education
 - a) Provide opportunities and resources for formal study in Christian education classes, membership classes, short-term courses or seminars in specific interest areas, and training courses for group leaders.
 - b) Encourage people to participate in formal study beyond the congregation by taking related courses in adult education at area colleges, short-term summer schools, or in lay training programs sponsored by church/interchurch agencies.
 - c) Provide opportunities and resources for informal study through house groups, intercultural groups, community affairs groups,

other small groups, outdoor education efforts, camps, retreats.

- d) Develop a library that offers an adequate guided reading program for all members.
- e) Give consideration to educational values in talk-backs or discussions of sermons.

3) Fellowship/hospitality

- a) Assist the congregation in creating a hospitable environment where strangers are welcomed and new people are effectively assimilated into the life of the church.
- b) Plan congregational social opportunities.
- c) Give consideration to fellowship occasions for the community surrounding the church.
- d) Provide guidance for needs of specific fellowship groups such as adult, youth, and Christian education classes.
- e) Develop plans and secure leadership for interest groups such as hobbies, parents, recreation, therapy.

4) Evangelism and church planting

- a) Work with congregations in other communities for mutual helpfulness and shared ministries, such as youth ministries, between suburban and inner-city congregations, or between predominantly white and predominantly nonwhite congregations.
- b) Plant a new congregation, or work with other congregations or the district to plant new congregations.
- c) Discover those people in the community who are not actively related to a church.
- d) Plan and carry out appropriate forms of evangelism such as personal evangelism, visitation evangelism, fellowship evangelism, educational evangelism, or preaching evangelism.
- e) Prepare, encourage, and support members in speaking up for Christian values and concerns in vocational, neighborhood,

community, and civic groups.

5) Social education and action

- a) Lead out and involve the congregation in social education and action on issues in the areas of peace, international relations, citizenship and political life, economic life, anti-poverty, race relations, religious freedom, and temperance.
- b) Send delegates to conferences and seminars on social concerns for purposes of information and training.
- c) Interpret the church's peace position and alternative service, and counsel all young people regarding military recruitment.
- d) Actively involve the congregation in the ministry of reconciliation and interpersonal peacemaking in the church, community, and family.

6) Social service

- a) Interpret service opportunities, such as workcamps, resettlement of refugees, disaster relief, volunteer service, to the congregations and recruit people for service.
- b) Plan volunteer service projects in the community and congregation, and recruit for summer projects elsewhere.
- c) Aid and support community welfare institutions for the poor, homeless, aged, dependent children, mentally and physically impaired, and those dealing with addiction problems.
- d) In cooperation with appropriate social welfare agencies, help people in crisis.
- e) Offer help and counsel to members of the congregation when needed.
- f) Collect material aid for relief abroad and disasters at home.
- g) Sponsor overseas people-to-people projects such as student exchanges, resettlement of refugees, tours, and sending members to overseas seminars and work camps.

7) Stewardship of time and abilities

- a) Recruit for set-apart ministries.
- b) Enlist and train people for the congregation's ministries.
- c) Work with the gifts discernment team to maintain a personnel file indicating the interest, aptitude, and record of service of all members.

8) Stewardship of financial resources

- a) Educate and encourage members to be good stewards of their resources, and encourage Christian giving.
- b) Encourage members to tithe.
- c) Administer the funds of the church.
- d) Be concerned for an adequate corporate stewardship of the congregation, including the ratio of resources going to outreach.
- e) Give counsel to the leadership team on anticipated resources and expenditures in annual budget preparations.

9) Stewardship of property

- a) Supervise the care, maintenance, and development of church property.
- b) Provide adequate insurance coverage.

10) Communications

- a) Publish a periodic newsletter.
- b) Prepare and distribute a brochure introducing the congregation to the community.
- c) Promote the use of denominational publications.
- d) Encourage the use of audiovisuals for interpretation and education, and provide adequate equipment.

e) Interpret local, district, and denominational ministries.

11) Work with the pastor(s) and staff

- a) Recommend suitable personnel for employment as church secretary and/or custodian.
- b) Represent the congregation in screening and nominating all professional personnel for employment by the leadership team and/or by the congregational forum, such as the pastor(s), associate pastor(s), administrative assistant, youth minister, director of Christian nurture, director of Christian witness, or minister of music. The employment of the pastor(s) and other professional staff shall be in keeping with approved denominational placement procedures and in consultation with the district executive.
- c) Stipulate carefully and review annually the terms of employment for all employed personnel. When the terms have been mutually accepted, they shall be set forth in writing and considered an agreement between the church and its employees.
- d) Recruit capable men and women for the ministry, giving them encouragement and guidance during their training and making recommendations to the congregation and district regarding licensing and ordination.
- e) Arrange for pulpit supply and other ministerial services during the absence of the pastor(s).

d. Financial responsibility

Each ministry team shall prepare annually a tentative budget for its program area and submit it to the leadership team for its use in preparing the full church budget.

e. Reportability

Along with the responsibilities listed herein, additional duties and instructions may be assigned to the ministry teams by the leadership team when deemed to be in the best interest of the congregation. The activities of the ministry teams are subject to review by the leadership team, and regular reports shall be made to the leadership team.

f. Suggested ministry team models

Under 50 members:	leadership team acts as a whole or two ministry teams
50-100 members:	three ministry teams
100-200 members:	four ministry teams
200-300 members:	five ministry teams
300-400 members:	six or seven ministry teams
400-500 members:	seven or eight ministry teams
Over 500 members:	eight or more ministry teams

Each congregation will add or dissolve ministry teams as determined by the mission of the church.

7. Program and Fiscal Year¹⁰

Congregational leaders shall assume their duties January 1 with the exception of Sunday school leadership. The fiscal year for congregations shall be the same as the calendar year. Salaries and extended contracts shall be negotiated at the regular budget-building time for the upcoming fiscal year.

8. Business Meetings

- a. An annual congregational forum shall be held. Other regular meetings may be held as determined by the congregational forum. Special meetings may be called by the moderator or the leadership team upon giving seven-day written notice. The date of the annual congregational forum and other special meetings shall be given to the district office as requested.
- b. Adequate advance notice of all congregational forums and their agendas shall be given to the membership involved.
- c. The leadership team shall meet regularly. Special meetings of the leadership team may be called by the leadership team chair or the moderator.
- d. Ministry teams and project groups shall meet regularly or as the leadership team may direct.

9. Quorum

- a. Although it is desirable to have as many members present as possible for congregational forums, no quorum shall be required except as might be specified by law.
- b. For meetings of the leadership team and ministry teams, a majority of the members shall constitute a quorum.

II. The Functions and Qualifications of the Local Church Moderator

Note: we'll insert the entire paper here

III. Ethics for Congregations¹¹

A. INTRODUCTION

This paper attempts to speak to congregational actions, or the collective body of believers gathered at one place and acting as a whole, rather than to individual ethics. The paper on “Ethics in Ministry” notes that “God calls all members, including those in leadership, to live by the high standards upheld in the scriptures.” That paper recommends the standards of ethical behavior as applicable to *all* individual members of the church, with the added responsibility for the leaders and ordained ministers to be role models.

B. RELATIONSHIP TO THE LARGER CHURCH

All Church of the Brethren congregations are encouraged to adopt the model constitution and bylaws for congregations passed by Annual Conference in 2000. That constitution states that “the congregation shall covenant to support faithfully the program of the Church of the Brethren, recognizing Annual Conference enactments of the Church of the Brethren as having governing force in its life, and shall remain a member of the Church of the Brethren or its successor. The congregation shall send delegates to those official conferences of the Church of the Brethren in which it is entitled to have representation . . .” (see I.C.4.b. in this chapter).

The congregation has an ethical responsibility to support the denomination. There may be rare instances in which the congregation may conclude that conscience will not permit participation in a particular aspect of denominational program. A decision *not* to participate in a denominational program should occur *only* after the congregation has engaged in a responsible process of study and prayer and open and honest dialogue with denominational representatives. Congregations constantly need to examine and renew their covenant with the denomination and to follow the counsel of the church. The prayerful conclusion

not to support a denominational position or program should be a matter of anguish, not competitiveness.

Disagreement with particular actions of the denomination does not give a congregation the right to disparage the whole church. Responsible children who disagree with their parents* counsel do not belittle them in front of other children nor find reason to withhold their love from them. The congregation, as part of the denominational family of Christ, must deal with its family kindly, respectfully, and lovingly.

The same principles apply to the congregation's relation to the district. Annual Conference has defined several specific responsibilities to the district organization that are directly related to congregational life, such as the authorization, discipline, and placement of ministers; the coordination of outdoor education; and the training of lay and ministerial leadership. The district is solely dependent upon the support and participation of the congregations within its boundaries for the continuation and effectiveness of its program.

Congregations are to help establish, support, and abide by the policies and decisions of the district. They are to welcome and work with the district executive or other appointed representatives of the district. They are to cooperate with and give encouragement to other congregations within the district.

The Church of the Brethren at the denominational and district levels, as in the congregation, permits and encourages a high degree of member participation. The gathered body, such as Annual Conference and district conference, is the place for discussion and differences to be handled. After that process is employed, under the direction of the Holy Spirit, congregations should seek faithfully to comply with the decisions.

The local church also is part of a larger whole which comprises the body of Christ. The Church of the Brethren has a long and productive history of working with other Christian communions in the interest of Christian solidarity, witness, and service. Brethren congregations endeavor to know and relate to churches of other denominations in their communities. Our one Savior and Lord, Jesus Christ, prayed for unity within the Body (John 17) and demonstrated that effective disciples can come from different Christian perspectives (Luke 9:49-50).

Ethical accountability in relation to other communions calls for the congregation to contribute the uniqueness and strength of its particular witness toward a common goal, rather than seeking to impose sectarian bias. It also supersedes a judgmental stance toward people and groups of a different

orientation, and it decries underhanded or self-righteous means of luring members away from other communions for its own cause (proselytizing).

On the other hand, the congregation must guard against promoting or aligning with any interest groups or programs that may disrupt or pull away from the covenantal life and mission of the congregation.

C. RELATIONSHIP TO THE COMMUNITY

Jesus seemed to make it clear that taxation that was fair is justified (Luke 20:20-26), and Peter suggested that the mission of civil authorities is a part of God's plan for society (1 Pet. 2:13-17). Congregations should guard against inappropriate use of their tax-exempt status and should honor in letter and spirit laws that clearly are applicable to them, such statutes as relate to copyrights, safety codes, employee rights, discrimination, accommodation of people with disabilities, etc. Even when churches are exempted from the requirements of some of these laws, the church should aspire to compliance, where appropriate. In regard to neighborliness, the congregation in its programs and activities, as well as in the maintenance of its property, will respect the environmental safety and appearance of the community in which it is located. And it will model peace and justice in its relationship to the community, in its respect for individuals from different ethnic or cultural backgrounds, and in the method(s) by which it may publicly oppose or agree with an issue with strong political or emotional overtones.

Already discussed is the congregation's role in representing the message and the truth of Jesus Christ. Often in its history, the church has not been sensitive to the kind of image it projects in society, or it has demanded privileges and considerations from its environment beyond its reasonable due. It has sometimes expected to be served, rather than to serve.

The congregation must deal ethically with its community. A violation of that duty occurs if the congregation infringes upon the rights of local businesses by repeatedly selling the same or similar products for profit, at a price that undercuts the merchants. Businesses understand, and often assist with, occasional car washes, bake sales, auctions, etc. The congregation must be sensitive to the effect its fundraising activities has on others. The church also must guard against abusing discount privileges and soliciting gifts and gratuities with coercive methods. The church also should examine the ethical implications of expecting or requesting free professional services. It is perfectly appropriate to accept services and products as gifts. Requesting these gifts, however, should be done in a non-coercive way, not an expectation or assumption that they represent no sacrifice. An ethical congregation will seek to make payment for

services and products received by the date the bills are due.

The question of litigation in matters in which the congregation may feel its own rights or privileges have been violated is a difficult one. Traditionally, the Brethren considered it not in keeping with biblical counsel to take a dispute into the civil court (Matt. 5:33-37; 1 Cor. 6:1-8). While that conviction may not be as strong in the modern era, there is still a clear ethical problem for Brethren resorting to public courts to handle a matter that the congregation ought to be able to handle itself, or to settle by more amicable means (cf. Matt. 18:15-17). Both in terms of complying with biblical directives and to model the peace of Christ, the Brethren must seek to resolve disputes in love and harmony.

Another ethical issue for the congregation, in relation to both the local and wider community, is its responsibility to preserve the environment and natural resources. The congregation should model good stewardship of the environment through recycling practices, avoiding waste of energy, and making choices that minimize refuse.

D. RELATIONSHIPS WITHIN THE CONGREGATION

There are many New Testament scriptures that admonish congregations to maintain kind and considerate relationships among the members and the leaders of the church. Indeed, the congregation should be the model for relationships that build up one another and that show respect and admiration for each person's unique gifts. In that regard, the congregation is to strive for harmony and unity in all it does. Any action or statement that does not first seek the best interests of all its members raises the appearance of an ethical breach and requires scrutiny.

This criterion also applies to the congregation's organizational and decision making methods. A characteristic of a Brethren congregation is a democratic approach to choices and direction. For nearly two centuries, denominational decisions at Annual Conference were made only by consensus. The wisdom of the collective whole is valued as the closest we can get to the best answer on any question. Thus, a congregation shows lack of respect for a majority of its members by allowing decision making to fall into the hands of a few. Each member of the congregation must guard against written or oral statements that appeal to those people's positions or authority or that are based on incomplete or misleading information. This problem arises in calculated attempts to swing or manipulate attitudes and decisions. Full communication and dialogue should be encouraged at all times, and complete records and minutes of all meetings, decisions, finances, etc., kept and made available to all members.

The constitution for Brethren congregations gives appropriate direction

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regarding the mutual accountability of members in the congregation:

On the one hand, the congregation has a covenantal responsibility to care for its members, to encourage growth in freedom and discipleship, to help members discover their gifts and find ways to serve, and to provide ministries that respond to both spiritual and physical needs. On the other hand, each member has a covenantal responsibility to participate regularly in the life of the congregation, to seek the counsel of the church in living out the way of Christ, to challenge the church to greater accountability to its calling, to respond to opportunities to serve in the congregation and beyond, and to contribute to the church's ministries in every way possible. (See I.C.5.)

Sensitivity is to be given to the needs of individuals in the church. The congregation shall provide an environment where personal tensions and difficulties can be shared in full confidence of trust, loving response, and confidentiality. There need to be in place such attitudes of concern, forgiveness, and reason as will readily and effectively provide for the settling of disputes and for reconciliation among conflicting parties. Handling disputes through petitioning, letter writing, and anonymous communications is unethical if done to circumvent open dialogue and proper decision making.

The church's facilities are to be available to all people seeking to participate with the congregation. There are ethical ramifications whenever anyone is denied the privilege to worship or to participate in other opportunities of the church, whether the denial is a neglect to update policies and facilities (such as in the case of accessibility for the disabled) or outright prejudice.

The church is to be conscious of the need for its lay leadership to model Christian lifestyle, just as for its ministers. The congregation is to nurture and encourage a Christian lifestyle for all its members and call to leadership those people who seek conscientiously to live out a Christian lifestyle. When matters of personal lifestyle arise, in a Christlike spirit the congregation is to do everything possible to nurture and restore the person to a Christian lifestyle.

The congregation is to be sensitive in respecting the functions to which it has called its leaders and ministers. For example, it is improper to invite former pastors to perform pastoral functions or visitation in the congregation when another pastor is currently employed. Serving in leadership or other highly visible roles by former pastors should be carefully evaluated as to its effect upon the ministry of the current pastor and upon the harmony of the church. It also is unethical for individuals and/or groups in the church to usurp the authority and tasks of officially elected leaders or committees.

E. RELATIONSHIP TO PASTOR(S) AND OTHER STAFF

In surveys conducted among delegates to Annual Conference and in much correspondence the committee has received, it is evident that often serious ethical issues are raised in the way congregations treat their staff, especially in matters relating to compensation, benefits, and personal support. The committee discovered that the denomination has very clear policies that advocate and define fair and appropriate considerations of pastors, in particular, and we need only to give some brief reminders in this paper.

Congregations and districts need to give very careful attention to the call and recruitment of ministers. Congregations should treat with utmost seriousness the calling of qualified persons to the ministry and make provisions to support them in receiving adequate education and preparation for the vocation of ministry. The tendency to judge a person's ability before he or she has had adequate time to learn and demonstrate proficiency for ministry should be guarded against. Similarly, one person's ability or performance should not be compared with another's in such a way as to disparage the first.

Issues related to the search for and placement of pastors present several ethical considerations. Denominational polity is to be followed in all searches. (See "Guidelines for Pastoral Placement.") Congregations and district executives are to consider the questions of fairness and adequate information to candidates when more than one candidate is being interviewed for a pastoral vacancy at the same time. Confidentiality for the interviewee is very important, especially in cases where the candidate has not resigned from a current position or is not definite about seeking the new position. Pastoral profiles are to be kept in utmost confidentiality by members of search committees.

The congregation needs to establish clear understandings with the new staff members as to performance expectations. Those expectations should be equitable.

Congregations have been slow to recognize the ethical issues relating to adequate compensation and benefits for their employees. In regard to pastors and associate pastors, there is a recommended minimum scale maintained and revised by Annual Conference for providing compensation. The scale is a gauge for congregations to measure ethical responsibility in dealing fairly with their pastors. In most cases, abiding by the scale can be assumed to meet the congregation's duties to the pastor as to compensation. The guidelines for providing medical and life insurance, pension, and other benefits, as recommended by the Pastoral Compensation and Benefits Advisory Committee, are to be followed as nearly as possible. If congregations find it impossible to

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meet the scale or to provide benefits, there is an ethical obligation to discuss the reasons and their implications with the pastor and to seek in good faith to take steps toward achieving the recommended scale and benefits as soon as possible.

Another even more critical issue relates to the emotional and spiritual support of the pastors and other church staff. There should be in place a committee or group that regularly relates to the staff regarding their spiritual, physical, and emotional health and well-being. There should also be a regular evaluation of the pastor and the church program that will cite weaknesses *and* strengths of both staff and congregation. The congregation is to encourage the staff to take adequate vacation and leave time. Sometimes the congregation is too dependent on the staff for functions that members of the congregation could do. Congregations need to work with staff to see that physical and emotional health are not jeopardized by the staff member*s load.

Sometimes congregations are not considerate of the families of their pastors. For example, often a pastor*s spouse is expected to take certain responsibilities in the church, or it is expected that the parsonage is a public meeting place. The privacy of the pastoral family should be respected.

The maintenance of the parsonage is a responsibility that the church sometimes neglects. The congregation needs to have a strategy by which repairs to the parsonage are made swiftly and competently when breakdowns or problems occur. The appropriate congregational committee should develop clear understandings with the pastoral family regarding the monitoring and administration of the parsonage maintenance.

A further consideration of the pastor and family relates to their need for an extended family. Pastors* families often are geographically separated from their relatives. As holidays are busy times in the life of a congregation, these pastors and their families are often prevented from visiting their own relatives. The congregation has a unique opportunity to become the extended family, providing them with support and friendship that will help them find fulfillment and acceptance. Each of us needs the support of family, or others; the congregation should seek to provide this nurture to the pastor and his or her family.

When it appears that criticisms or other observations of the pastor might adversely affect his or her effectiveness in the church, the executive committee or other appropriate group needs to communicate these concerns to the pastor and provide opportunity for response. Clearly, before conversations are conducted about the possible severance of a pastor, dialogue with the pastor is

to take place. Except in cases of blatant misconduct by the pastor, it is unethical for a pastor to be approached with a severance notice without the attempt on the part of the church to engage in such dialogue. The “Ethics in Ministry Relations” paper provides detailed procedures for handling matters involving allegations of ethical misconduct.

When it is appropriate for a pastor or other staff member to leave the employment of a congregation, there are several very important concerns. If the separation is amicable, then it is important that the congregation find appropriate ways to express appreciation for the person’s service, as well as recognition of his or her family.

If the separation is not a pleasant one, due to unsatisfactory performance of the employee or circumstances caused by the congregation that led to the person’s resignation, then steps are to be taken to protect the reputation and the peace of both the congregation and the employee. Neither is to take advantage of the other, financially or in any formal or informal evaluations made of each other. There should be an attempt to resolve any and all grievances, taking advantage of the resources of the district or the denomination’s Ministry of Reconciliation to accomplish an amicable separation.

In all cases of severance, adequate notice (as set forth in the “Pastoral/Congregational Agreement”) is to be given by either the employee or the congregation and severance compensation awarded when appropriate. The district executive is to be consulted early in the separation process and remain involved as appropriate.

F. THE CONGREGATION AND SEXUAL IMPROPRIETIES

A major section of the “Ethics in Ministry Relations” paper is devoted to dealing with sexual improprieties on the part of the clergy. The investigation and discipline in such cases are an assigned responsibility of the district, which is charged with the oversight of licensed and ordained ministers. But charges of sexual improprieties are not lodged exclusively against the clergy. There are incidents of harassment and other sexual misconduct involving lay workers and members, as well. Sometimes this behavior is directed toward the pastor, particularly where that person is a female.

The covenant relationship is broken if members engage in conduct of a sexual and coercive nature directed toward another brother or sister. Sexually harassing behavior in the congregational family could include a range of behaviors: sexual jokes and innuendoes; sexually offensive telephone calls; sexual propositions or repeated unwelcome requests for dates; sexually suggestive staring or leering; unwelcome and uncalled-for comments or insinuations about a brother or

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sister*s sex or private life; unnecessary physical familiarity or physical contact involving touching in a sexual way; sexually suggestive comments about a sister or brother*s appearance or body; offensive remarks; obscene gestures; indecent exposure; sexual assault and rape.

These behaviors of sexual impropriety are inherently violent and rely on the premise that an individual has the right to impose his or her sexuality on another. As Christians, we need to acknowledge sexually harassing behavior as unethical in all its forms and respond appropriately with compassion and accountability. Victims need to be recognized as victims and given the support needed to recover from their experience. Perpetrators also need support and counseling, but they need to be held accountable for their actions. Clearly, the conduct must be stopped and all reasonable steps taken to avoid any repetition.

Steps to prevent sexual harassment in the congregation include creating an environment free of power imbalances that make sexual harassment possible; nurturing relationships in which congregational members value one another as individuals in their own right; providing education on the unacceptability of sexually harassing behavior; and providing counseling and support for members dealing with this problem. Attention should be given to avoiding activities or events that set up circumstances that might lead to misconduct or the perception that improper behavior will occur.

It is urgent that *each* congregation have in place a process for dealing with allegations of sexual impropriety. Unless a congregation is able to design a more appropriate process for itself, it is recommended that the procedures outlined in the “Ethics in Ministry Relations” paper (see chapter V, section V) be adapted by the congregation, with the executive committee serving as the assessment team. The executive committee should take into consideration and utilize as needed the resources available to them, including deacons, district or congregational reconciliation teams, the district executive, and professional caregivers available to the congregation.

Of special concern must be instances of improper treatment of children. Psychological or physical abuse of children is unethical and immoral. Children are vulnerable and have a right to protection from all forms of abuse. Child abuse includes the misuse or perversion of the privilege of caring for children. Examples include physical abuse; emotional abuse involving verbal abuse, belittling, teasing or terrorizing; and sexual abuse. In cases of the physical abuse of children in states where the law requires reporting, the church shall comply. In addition, the congregation must move aggressively to stop the behavior and protect against repetition; minister to the affected child and the child*s family; and tend to the need of the perpetrator for treatment.

In addition to a process for dealing with incidents of child abuse, the congregation is to have written policies in effect for the interviewing, hiring, supervision, and reporting of both lay employees and volunteers having child-care duties. Congregations also are advised to explore the feasibility of securing liability insurance to cover instances of sexual abuse allegations. (For detailed guidelines, see *Child Abuse Prevention Handbook: A Manual for the Church of the Brethren*, Association of Brethren Caregivers, Elgin, Ill., 1991.)

G. ACCOUNTABILITY TO THE CONGREGATION

Each congregation is called to comply with these ethical guidelines. Moreover, each congregation needs to engage in a thorough self-assessment on a regular basis, using this paper as a guide. The district executive may be consulted for advice and assistance.

When the district board receives credible information that a congregation in the district is in violation of these ethical guidelines, the board should look into the matter and offer its counsel. If the congregation refuses to cooperate with the district board in its review or refuses to adjust its conduct to be in compliance with the guidelines, the board shall report that situation to the next district conference. Thereafter, if the congregation continues non-cooperation, a Standing Committee delegate from the district shall inform the Standing Committee of the non-compliance. The Standing Committee may give such counsel as it thinks appropriate.

The congregation's self-assessment and any counsel of the district or of the Standing Committee are intended to nurture the congregation in its efforts toward faithfulness to the will of God so that the Body of Christ can better live in obedience and unity.

NOTES

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1. This section is taken from the "Congregational Structure" paper approved by the 2000 Annual Conference (2000 Minutes, 198-240), which offers congregations a new model of organization. Key differences are 1) emphasis on mission, vision, and core functions; 2) a leadership team instead of a church board; 3) ministry teams instead of commissions; 4) a gifts discernment process rather than elections; 5) integration of the deacon ministry into the structure of the congregation; and 6) formation of a pastoral relations committee.

Sections unchanged by this new model come largely from the 1964 Minutes (1955–1964), "Congregational Organization and Polity, 306-318. In section C, "Suggested Constitution," paragraphs that are completely new in 2000 are 3, 6, 7, 8, 9, 10, 11, 12, 13, and 14. In section D, "Suggested Bylaws," paragraphs that are new or significantly changed in 2000 are 1, 4, 5

- (adapted from the prior list of responsibilities of the church board), and 6.
2. 1987 Minutes (1985–1989), “Revisions of Brethren Polity,” 489-490.
 3. 1985 Minutes (1985–1989), “Membership Study,” 129-131.
 4. 2000 Minutes, “Congregational Structure,” 208.
 5. 2000 Minutes, “Congregational Structure,” 213-214; 1983 Minutes (1980–1984), “Office of the Deacon,” 560-571, especially 570.
 6. 1987 Minutes (1985–1989), “Revisions of Brethren Polity,” 490. Based on 1954 Minutes (1945–1954), “Keeping Church Records,” 215.
 7. 1965 Minutes (1965–1969), “District Organization and Relationships,” 29.
 8. See Chapter V: The Ministry.
 9. The list of duties of the ministry teams (IV.F.3.) is based on guidelines developed by the General Board in 1974, in response to a request that the brief descriptions in Annual Conference minutes be expanded and clarified. Additional guidelines appear in *Developing New Congregations in the Church of the Brethren: A Manual for New Church Planters* (Church of the Brethren General Board, 1983) and *Releasing the Power: A Manual of Policies and Guidelines Assisting Congregations in Development and Renewal* (Church of the Brethren General Board, 1986).
 10. For background, see 1971 Minutes (1970–1974), “Study of the Church Year,” 156-157; and 1973 Minutes (1970–1974), “The Pastoral Year and the Church Year,” 352-353.
 11. This section of Chapter IV is taken from the 1996 “Ethics for Congregations” paper, a companion statement to the 1996 “Ethics in Ministry Relations” paper. The complete “Ethics for Congregations” paper includes a much fuller introduction, a list of ethical guidelines, and an inventory for congregations. It is available from Brethren Press.