

Revised Community Mennonite Church of Lancaster Organizational Structure

I. Introduction

A. Purpose

The purpose and intent of the organizational structure as outlined in this document is to enable CMCL as a body of believers to experience, achieve at various levels, and continually move in harmony toward the fulfillment of our common Vision in Christ.

B. Vision

Vision is a statement of direction and purpose of a group. The programs and activities of CMCL are guided by a written statement of our common vision as a corporate body.

The vision of CMCL defines the intent and corporate focus of our life together as believers and followers of Jesus Christ. Our Statement of Vision defines our common direction and understanding in the following three areas:

1. *Love of God* — Our recognition and celebration of God’s graceful presence in our lives as manifest in worship and faith formation.
2. *Love of Self & Community* — Our ministry of healing and hope to each other within the congregation.
3. *Love of Neighbor* — Our ministry in the Spirit of Christ in the world.

Many sources within and outside the congregation contribute to the development of our vision. The Congregational Council with the Administrative Pastor will lead in formulating and articulating the vision.

C. Leadership

Leadership can be exercised by anyone at many different levels in the congregation as needs and opportunities arise. For the purpose of defining and understanding our corporate life together, we use the term leadership to refer to those persons designated by the congregation for specific roles and responsibilities in carrying out our corporate vision.

To be a leader means “having the opportunity to make a meaningful difference in the lives of those who permit leaders to lead.”

Leaders are accountable to the congregation to:

- Develop, propose and implement programs that reflect the vision of the congregation.
- Carry the vision — explaining and illustrating it.

- Solicit input and participation in the vision-building process.
- Exercise participatory management in their areas of responsibility in order to guarantee that decisions are not arbitrary, secret, or closed to questioning.
- Make decisions as appropriate in their areas of responsibility and manage their implementation
- Identify, develop and nurture future leaders.

All congregants support those in leadership by:

- Recognizing, supporting and encouraging those in leadership.
- Praying for wisdom, understanding and courage for those in leadership.
- Cooperating and participating with those in leadership.
- Being willing to be led; being good followers.

D. Decision-Making

We believe that we are called to be a church where ultimate authority resides in the congregation, where all members collaborate in the life of the church and in the decision-making that determines the nature of this life. This philosophy is based on the belief that “the presence of the Spirit is in and with those called to be and to build a church,” (Mary Benet McKinney from *Sharing Wisdom*) and that we hear the voice of God and discern direction for our corporate life by listening deeply to the wisdom of each other. McKinney calls this a philosophy of “shared wisdom.” Its bottom line “is a deep and operational faith that the Spirit lives in the group through its membership and speaks through the lived experience of each one.”

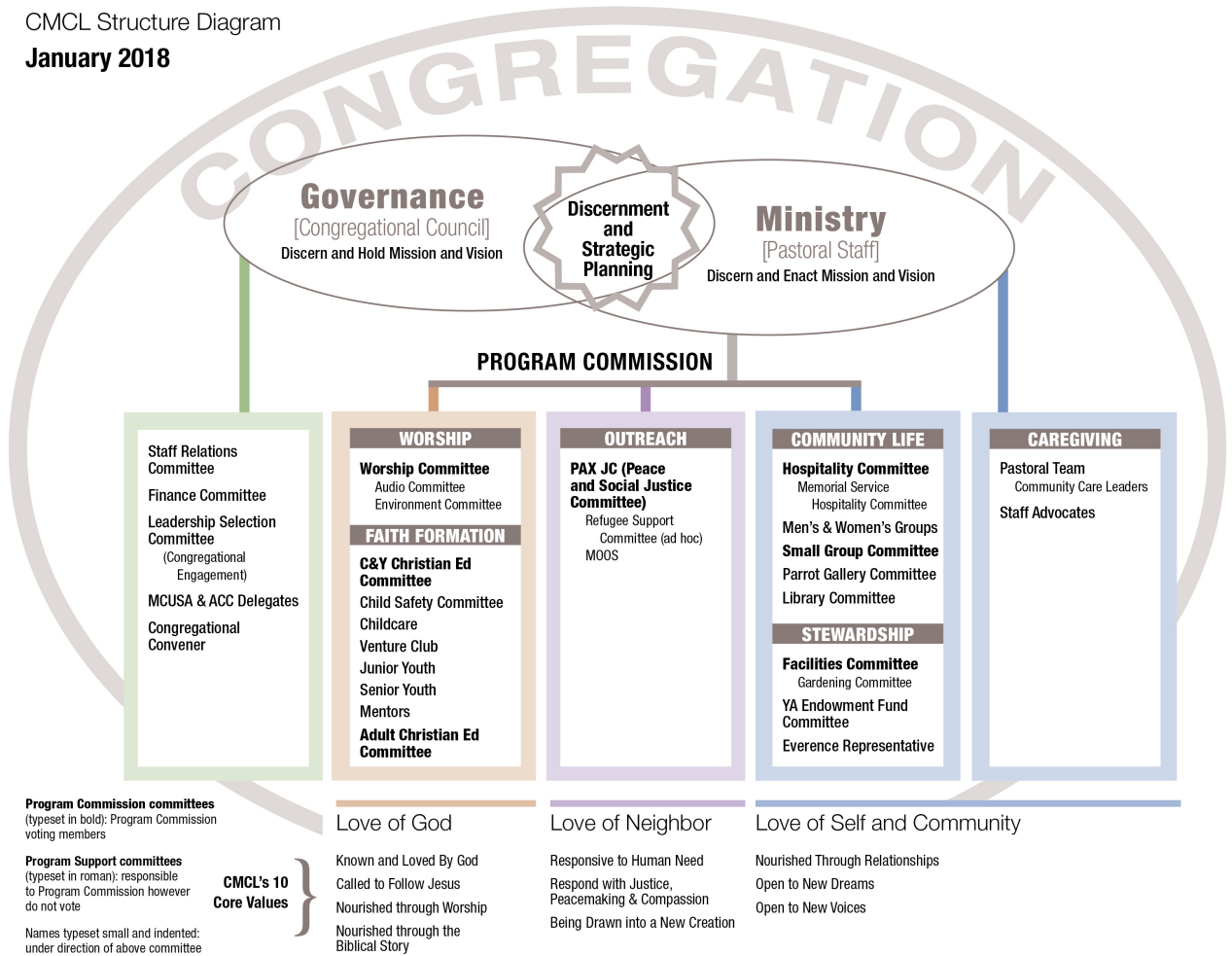
Leadership provides ample opportunity for all persons to freely express their endorsement of or concerns about all proposals to be brought before the congregation by the Congregational Council. Those opportunities are made available — through Council meetings, or other prearranged forum meetings — prior to the congregational meeting for decision-making. It is the responsibility of all persons with concerns to participate in the process and to share their concerns, when possible, with the Council prior to the congregational meeting for decision-making.

Pastors, committees and their chairs have the authority to make decisions within the boundaries of their job descriptions and of Program Commission and congregational council policies. If the scope of a decision may impact the work of others, the affected pastors or committee chairs must be consulted. Overlapping program responsibilities and decisions should be resolved within the Program Commission. If resolution within the Program Commission is not possible, the Congregational Council will hold the final authority to make the decision or to put a proposal before the Congregation for a decision.

(For an expanded presentation of vision, leadership, decision-making, and the decision-making process, see Appendices A-E.)

II. Structure Diagram

CMCL Structure Diagram
January 2018



See Appendix H G for narrative guide to structure diagram.

III. The Congregation

The congregation gathers each Sunday morning for worship and fellowship year-round, and for Christian education during the school year. Individuals and family units connect to the congregation in a wide variety of ways. These include, among others: participating in Sunday morning worship, Christian education, and fellowship times; performing the duties of worship leader, greeter, usher, song leader, and musician; leading and participating in children, youth, men, and women's group activities; attending potlucks and social gatherings; becoming a member of a Small Group; working on committees, Program Commission, and Congregational Council; and attending Congregational meetings.

A. Congregational Meeting

Congregational meetings are convened for congregation-wide communication and decision-making. Meetings are held at regular intervals during the church year. Specific agenda items include: presentation of the leadership selection slate and presentation of the budget. Additional issues may be brought to congregational meetings by the Council. Council can convene an annual open forum congregational meeting if it determines there is a need for one. (See Appendix E for an outline of the congregational decision-making process.) The congregational convener facilitates these meetings. All persons including regular attendees¹ are welcome to participate with their ideas and suggestions. Voting on congregational decisions is done by members of the congregation.

B. Congregational Convener

The Congregational Convener:

- insures that staff publicizes congregational meetings via email, church newsletter, bulletin, and/or mailbox notices at least two weeks before the meeting
- facilitates congregational meetings so that agenda is covered effectively and efficiently.
- insures that minutes are taken, distributed, and retained as part of church records.

The Congregational Convener is a member of CMCL and is chosen through the leadership selection process for a three-year term of service.

C. Congregation's Statutory Compliance

For purposes of statutory compliance with the Pennsylvania Nonprofit Law, the

¹ A regular attendee is defined as a person who has been attending CMCL for at least six months and who has through requesting a mailbox and the addition of their name to CMCL's email distribution list indicated their intention of maintaining an ongoing relationship with CMCL.

following bodies and positions shall have the following statutory designations:

Congregational Council	Board of Directors
Council Chair	President
Council Vice-Chair	Vice President
Congregational Convener	Secretary
Treasurer	Treasurer

D. Small Groups

Many small groups (historically called House Churches) meet regularly for mutual care and support. Most groups form through the facilitation of the Small Group Committee. Each group identifies a small group contact that is the primary artery for small group related communication between the church and the members of each small group. Occasionally there are meetings for small group contacts dealing with church issues and/or topics pertinent to small groups.

IV. Governance

A. Congregational Council

1. Function

Council is the primary governing body of the congregation. Council shall represent the diversity of the congregation in the demographics of its membership. Council shall conduct its business in an open, transparent process through which the congregation is given opportunity for input and is kept informed of proposals and decisions. Council has four distinct areas of primary responsibility:

- a. Set Organizational Policy
- b. Discern and Hold Mission and Vision
 - Provide leadership in partnership with the administrative pastor in the important process of shaping the vision of CMCL as a corporate body in ways that facilitate the presence and experience of God in our personal lives and our ministry to the community and world at large.
 - Visionary documents that guide the work of Council include: CMCL's Core Values, Covenant and Vision Prayer.
- c. Fiduciary Oversight (including all assets, both financial and property)
- d. Personnel Oversight (with direct oversight via the Staff Relations Committee of pastoral staff)

Council also has shared responsibility for two key areas of organizational life in partnership with the administrative pastor. These are outlined further in Section VI below:

- a. Strategic Planning/Goal Setting

b. Leadership Selection/Volunteer Cultivation

2. Members

a. Qualifications

Each Council member:

- Is a member of CMCL.
- Is an active participant in the life of the Congregation so that the council member is able to articulate opinions and interests of other CMCL'ers .
- Is able to consider all points of view represented on Council with a goal of effectively and efficiently reaching harmonious decisions.
- Has served a minimum of one complete term in a program capacity (e.g. teacher, Venture Club leader, conference representative) or on a CMCL committee.

b. Composition and Selection

- The Council consists of seven to nine voting members chosen through the Leadership Selection Process.
- Members commit to a three-year term of service on the Council. The term may be extended up to three additional years after which there must be at least a one-year break in service.
- Terms are staggered so that approximately one third of Council members are new each year.

3. Meeting Participation

a. Council members are expected to attend and participate in all Council meetings. A majority of the voting members serving on Council must be present to transact business.

b. The administrative pastor participates as a non-voting member in Council meetings to understand the will of the council for providing feedback to Program Commission, Pastoral Staff, and Pastoral Team, to provide input on issues pertaining to vision and goal-setting, and to report on ministry programs.

c. Council meetings are open to all congregants except when Council is in executive session

- congregants may ask the Council Chair at least five days in advance to add an item to a meeting's agenda. The Chair will direct the congregant to the appropriate Program Commission or committee chair when the proposed agenda item is not relevant to the Council.
- congregants may attend open meetings to passively observe Council's proceedings

- d. Council chair may call for an executive session in which only Council members may be present

Executive sessions may be called to:

- discuss confidential matters of congregant or staff complaints or disciplinary action review
- review staff performance reports

B. Council Chair

1. Responsibilities

The Council Chair is a non-voting facilitator of the Council, and leads the governance side of the organization. The Council Chair manages and leads the process and work of the Council consistent with its mission. The Council Chair works at building consensus among the members as an important function of the decision-making process

Specific responsibilities include:

- Prepare the agenda for Council meetings in coordination with the administrative pastor.
- Call regular meetings of the Council, chair the meetings, and arrange for a minute record.
- Call for an executive session of Council
- Lead the Council in developing annual goals and long-term planning.
- Work with Congregational Convener in developing agenda for Congregational Meetings and arrange for its distribution to the congregation at least two weeks before the meeting.
- Consult regularly with the administrative pastor regarding efficacy of all programs of the congregation
- Meet with Staff Relations Committee

2. Qualifications

In addition to meeting the qualifications for Council membership, the Council Chair:

- Has demonstrated recognized leadership skills appropriate to lead the Council to achieve the highest level of participation by its members in the process of building consensus.
- Possesses a clear understanding of the vision and mission of CMCL.
- Has served at least one year as a member of Council.

3. Selection

The Council Chair serves a three-year non-renewable term following one year as Chair-Elect.

C. Council Chair-Elect

1. Responsibilities

The Council Chair-Elect assists the Council Chair in anticipation of and as preparation for the role of Council Chair. Unless appointed while serving as a member of Council, the Council Chair-Elect is not a voting member of Council.

2. Qualifications

The Council Chair-Elect meets the qualifications for Council Chair

3. Selection

The Council Chair-Elect is chosen through the Leadership Selection Process to serve a one-year term to be followed by three years as Council Chair. The **Leadership Selection Committee** works closely with Council during the selection process.

D. Council Vice-Chair

1. Responsibilities

- will be a voting member of Council except when assuming the role of chair
- will serve as a consultant to the chair as required
- will lead Council meetings when requested by the Council Chair
- during periods of extended inability of the chair to fulfill their duties or resignation of the of the chair, Council may vote to give temporary authority to the Vice-Chair to assume the full duties of the chair until the chair's return or until a new chair has been affirmed by the congregation

2. Qualifications

The Council Vice-Chair meets the qualifications for Council Chair

3. Selection

The Council Vice-Chair serves a three-year non-renewable term staggered to overlap with the terms of Council Chairs. The Council Vice-Chair is chosen through the Leadership Selection Process. The **Leadership Selection Committee** works closely with Council during the selection process.

E. Committees of Council

1. Staff Relations Committee

a. Function

Staff Relations Committee (SRC) oversees the relationship between staff and the congregation for the Congregational Council. SRC reports to the Council. Specific responsibilities include:

- Handles all personnel issues including questions of salary, benefits, and reimbursement, hiring and termination.
- Initiates and maintains HR policies.
- Manages the evaluation of the job performance of all pastors and staff. The committee will periodically solicit input from the congregation.
- Has direct supervisory responsibility for the administrative pastor and will meet with the administrative pastor at regular intervals to discuss mutual concerns.
- Manages conflict resolution processes for congregants and staff within CMCL.

b. Members

i. Qualifications

- Is a member or regular attendee of CMCL.
- Is familiar with CMCL's organizational structure and the job descriptions of its staff.
- Preferably has human resources experience

ii. Composition and Selection

The SRC Chair, the Council Chair, one pastoral team member, and one CMCL congregant comprise the Staff Relations Committee. Pastoral Team will select their member. Congregational Council will select the congregant to serve on the committee for a three-year renewable term.

c. Chair

i. Qualifications

- Is a member or regular attendee of CMCL.
- Is familiar with CMCL's organizational structure and the job descriptions of its staff.
- Has human resources experience.

ii. Selection

The Congregational Council will appoint the chair to serve a three-year renewable term.

2. Finance Committee

a. Function

Manages the budget process, financial transactions, accounting, giving solicitation and acknowledgement, and insurance policies of CMCL for the Congregational Council. Regularly reports financial condition to Congregational Council members and Program Commission chairs.

See the CMCL website for the comprehensive task list of the committee, Treasurer, and Assistant Treasurer.

b. Members

i. Composition and Selection

The administrative pastor, treasurer, assistant treasurer, administrative assistant, and one congregant comprise the committee. The treasurer, assistant treasurer, and congregant are chosen through the leadership selection process to serve, three-, three-, and two- year renewable terms respectively.

ii. Qualifications

The congregant member of the committee is a member or regular attendee of CMCL.

iii. Treasurer

1. Function

Manage CMCL disbursements, accounting, financial institution accounts and financial reporting.

2. Qualifications

- Is a member of CMCL
- Has accounting and financial management experience

iv. Assistant Treasurer

1. Function

Manage the deposit of all receipts and contributions, the maintenance of estimated giving and contribution records, and the issuance of official contribution receipts.

2. Qualifications

- Is a member of CMCL
- Has financial record-keeping experience

3. Leadership Selection Committee

a. Function

- Oversees the nomination of individuals to fill open positions in the congregational organization throughout the year.
- Organizes expressions of appreciation for volunteers.

b. Members

i. Qualifications

Each committee member is a member or regular attendee of CMCL.

ii. Composition and Selection

The committee is composed of the administrative pastor and at least four people, appointed by the Congregational Council. The length of term is two years, with the possibility of one additional term. Terms are staggered so that only one half of the members are new each year.

4. Mennonite Church USA & Atlantic Coast Conference Delegates

a. Function

Delegates carry the concerns and interests of the congregation to the convention/conference meetings and report back to Congregational Council and/or the congregation.

Reimbursement of expenses incurred by delegates to attend each conference is at the discretion of the Congregational Council and will be handled as an agenda item.

b. Members

i. Qualifications

Each delegate is a member of CMCL.

ii. Composition and Selection

1. The three ACC delegates allocated to CMCL based on our membership total are chosen through the leadership selection process for one-year renewable terms. In addition, all credentialed pastors are by conference rules automatically delegates to ACC meetings.
2. The three MCUSA delegates allocated to CMCL based on our membership total are chosen by the Congregational Council.

V. Ministry

A. Pastoral Staff

1. Core Responsibilities of Pastoral Staff

a. Spiritual Guidance of the Congregation

Through teaching, preaching, instruction, and assistance in worship, the release of gifts of the Spirit and visionary growth within the congregation are promoted.

b. Congregational Care

The application of our philosophy of being known and loved by God and the congregation is expressed to congregants by attending to crisis response, transitions, celebrations, spiritual well-being, and desire for counsel.

c. Ministry/Program vision input to Congregational Council

Because of their access to all parts of the congregation, their training, and the congregational investment of authority in them, pastoral staff function as interpreters of congregational wisdom, and provide feedback from the ministries of CMCL to the Congregational Council via the administrative pastor.

d. Ministry/Program oversight and development

Because of their access to all parts of the congregation, their training, and the congregational investment of authority in them, pastoral staff function as articulators and promoters of congregational vision in the development and leadership of the ministry of CMCL with the Program Commission.

Through education and encouragement, the development of good group process, communication, decision-making, and leadership skills are nurtured throughout our organization.

e. Staff Oversight

2. Job Descriptions: See CMCL website

3. Authority and Oversight

a. Administrative Pastor

- i. ultimately accountable to Congregational Council
- ii. evaluated by Staff Relations Committee

b. Congregational Care & Associate Pastor(s)

- i. accountable to Administrative Pastor
- ii. evaluated by Staff Relations Committee with Administrative Pastor

B. Other staff

1. Administrative Assistant

- a. Job Description: See CMCL website
- b. Accountable to and evaluated by Administrative Pastor

2. Sexton

- a. Job Description: See CMCL website
- b. Accountable to and evaluated by Administrative Pastor with direct oversight by the Facilities Committee

C. Program Commission

1. Function

As the central administrative body of CMCL, the Program Commission is responsible for developing, coordinating, and overseeing the implementation of church programs to carry out the vision and goals approved by the Congregational Council.

Program Commission is accountable to Congregational Council and reports to Council through its chairperson who will be a non-voting member of the Council. It works in partnership with Council to discern objectives for achieving the mission of the congregation. It also works in partnership with the Leadership Selection Committee to balance program needs and opportunities with availability and interest of volunteers.

The Program Commission will create or disband Program, Program Support, and Ad Hoc Committees as needed to carry out the vision and goals approved by the Congregational Council. The Program Commission also must approve the creation or dissolution of any subcommittee proposed by Program and Program Support Committees. An affirmative vote by no less than 85% of all Program Committee chairs will be required to create or disband a Program, Program Support, or Ad Hoc Committee or any subcommittee thereof.

Program Commission ensures that committee chairs receive training and support for their specific program areas.

2. Members

~~Chairpersons of Program Committees~~ ~~chairpersons~~ are voting members of the Commission. ~~Chairpersons of Program Support and Program Commission Ad Hoc Committees~~ ~~chairpersons~~, all pastors, and the administrative assistant are non-voting members of the Commission. Since it is composed of Program, Program Support, and Program Commission Ad Hoc Committee chairpersons, the number of Commission members depends on the number of active Program, Program Support, and Program Commission Ad Hoc Committees.

Commission members are committed to accomplishing the tasks that fall within their specific committee's responsibilities, to working cooperatively with other committees, to discerning new ministry opportunities, and to terminating committees no longer contributing to the mission of CMCL.

3. Chairperson

The administrative pastor is the chair of Program Commission.

The Chairperson plans and facilitates meetings of the Commission and oversees the ministry and programs of the congregation. Specific responsibilities include:

- Plan a meeting schedule, chair the meetings, and arrange for the recording of minutes.

- Prepare meeting agenda in collaboration with other program and ministry staff.
- Train committee chairs.
- Assist committees as needed.
- Foster a collaborative, team-oriented approach to decision-making.
- Report regularly to Congregational Council on Commission activities.
- Interpret and communicate Council's vision and goals to the Commission.
- Interpret and communicate the Commission's vision and goals feedback to the Council.

D. Ministry Committees

1. Program Committees

a. Function

Program Committees are the primary arms of the congregation, accountable to the Program Commission for carrying out the ministry and mission of the congregation. Each committee develops strategies and goals to carry out its responsibilities.

Program Committees, with the approval of Program Commission may create Sub- and Ad Hoc Committees to perform specific tasks related to the Program Committee's areas of responsibility. Program Committees may disband their Sub- and Ad Hoc Committees as necessary without Program Commission approval.

b. Members

i. Qualifications

Each committee member is a member or regular attendee of CMCL.

ii. Composition and Selection

Program Committee members are chosen through the leadership selection process. The length of term is two years, with the possibility of one additional term. Terms are staggered so that only one half of each committee's members are new each year.

Program Sub- and Ad Hoc Committee members are selected by their Program Committee. The length of term will be determined by the Program Committee.

c. Committee Chairs

i. Responsibilities

Committee chairs serve as communication links between the Program Commission and the Program Committees. In this capacity, they take committee concerns to the Commission and they bring action items and information from the Commission back to the committees. Committee chairs lead the implementation of the tasks assigned to their respective committees by the Program Commission. They lead the process of developing the committees' goals and plans, and they manage the work necessary to accomplish those objectives.

The committee chair leads in the committee's responsibilities including agenda preparation, calling of meetings, facilitation of meetings and minute taking.

Each committee chair is responsible to manage his/her committee's budget. The chair approves all committee expenses and submits the invoices to the church treasurer for payment.

ii. Qualifications

Each Program Committee chair:

- is a member or regular attendee of CMCL
- has served at least one year as a member of the Program Committee to be chaired.

iii. Selection

Either following one year as chair-elect or chosen by the current Program Committee, each Program Committee chair serves for a two-year term, with the possibility of one additional term.

d. Committee Chairs-Elect

i. Responsibilities

Each committee chair-elect assists the committee chair in anticipation of and as preparation for the role of chair.

ii. Qualifications

Each committee chair-elect:

- is a member or regular attendee of CMCL
- has served at least one year as a member of a CMCL Program Committee

iii. Selection

Each committee chair-elect is chosen by the committee from among its current members. This selection occurs at the beginning of the final year of the presiding chair's term.

e. Committee List

Comprehensive Program Committee task lists are maintained on the CMCL website.

i. Worship

Oversees Sunday morning and special season worship planning for the congregation and recruits and manages worship volunteers.

ii. C&Y Christian Education

Initiates and manages education and activities for children.

iii. Adult Christian Education

Initiates and manages adult education.

iv. Peace & Social Justice

Initiates and manages outreach opportunities for the congregation.

v. Hospitality

Initiates and organizes fellowship gatherings of the congregation. Organizes meals in answer to times of special need (e.g., birth, illness, death) in households.

vi. Small Group

Oversees formation, nurture, and transition of small groups

vii. Facilities

Manages facility use, maintenance, and security.

2. Program Support Committees

a. Function

Program Support Committees manage tasks of narrow focus and specific scope to support the ministry of CMCL. They are accountable to the Program Commission for carrying out their ministry and mission.

b. Members

i. Qualifications

Each committee member is a member or regular attendee of CMCL.

ii. Selection

Committee members are chosen through the leadership selection process. The length of term is two years, with the possibility of one additional term. Terms are staggered so that only one half of each committee's members are new each year.

c. Committee Chairs

i. Responsibilities

Same as Program Committee chairs

ii. Qualifications

Each Program Support Committee chair:

- is a member or regular attendee of CMCL
- has served at least one year as a member of the program support committee to be chaired.

iii. Selection

Each Program Support Committee chair is chosen by the current Program Support Committee and serves for a two-year term, with the possibility of one additional term.

d. Committee List

Comprehensive Program Support Committee task lists are maintained on the CMCL website.

i. Young Adult Endowment Fund

Maintain contact with CMCL young adults (18-25) and manage the disbursement of the endowment's funds.

ii. Library

Expand, manage and promote the library's resources.

iii. Parrot Gallery

Promote and manage the exhibition of artworks by CMCL congregants in the Parrot Gallery.

iv. Men's & Women's Groups

Promote the growth of community within CMCL through program and fellowship experiences.

3. Program Ad Hoc Committees

a. Function

Program Commission will, from time to time, find it helpful to establish committees for the initiation and management of special tasks. These committees are accountable to Program Commission and have a stated tenure.

b. Members

Members will be selected by the Program Commission based on their expertise in the committee's tasks and will serve through the completion of the assigned tasks.

c. Committee Chairs

The committee chair will be selected by the Program Commission.

4. Pastoral Team

a. Function

- i. The primary responsibility is to support the pastors in congregational care. The members assist the pastors in providing support for individuals and families experiencing physical, spiritual or emotional challenges.
- ii. The secondary responsibility is to support the pastors in discernment and decision-making.

The congregational care pastor coordinates the work of the Pastoral Team. The Pastoral Team is accountable to the administrative pastor.

b. Composition and selection

Four members, the chair, and the congregational care and administrative pastors comprise the team.

i. Members

1. Qualifications

- Character (integrity), maturity, and love for the church
- Member of CMCL

2. Selection

Members are nominated by the Pastoral Team and affirmed by the Congregational Council and the Congregation. Special effort is made to ensure that members of the team represent the broad diversity of the congregation.

The length of term is two years, renewable for one additional term. Terms are staggered so that only one half of the team's members are new each year.

ii. Chair

1. Qualifications

- Meets the qualifications of a member of Pastoral Team
- Has served as a member of pastoral team for at least one year

2. Selection

The Chair is nominated by the Pastoral Team and affirmed by the Congregational Council and the Congregation.

The length of term is two years, renewable for one additional term.

VI. Shared Areas of Responsibility: Discernment and Strategy

A. Strategic Planning/Goal-Setting

The development of workable short- and long-term goals to realize the vision for CMCL must occur through a collaboration between the Governance and Ministry branches of the organization. The primary link between the two branches is the administrative pastor.

1. Roles

a. Congregational Council

- i. Develops short- and long-term goals for and in collaboration with Ministry.
- ii. Obtains congregational approval of short- and long-term goals.
- iii. Periodically reviews Ministry goal fulfillment progress.

b. Ministry

i. Program Commission

1. Provides input and feedback to administrative pastor to inform council's goal development process and to report goal fulfillment progress.
2. Creates and implements programs to accomplish short- and long-term goals.

ii. Pastoral Staff

1. Provide input and feedback to administrative pastor to inform council's goal development process and to report goal fulfillment progress.
2. Prioritize job position activities and duties to accomplish short- and long-term goals.

iii. Administrative Pastor

1. Serves as interpretive communication link between Congregational Council, Program Commission, and Pastoral Staff
2. Prioritize job position activities and duties to accomplish short- and long-term goals.

2. Planning Process

a. Goal initiation

Periodically the Congregational Council will create or revise goals to direct the priorities of Ministry in making real the CMCL vision. Goals will guide Ministry's creation, termination, and realignment of programs and projects for short- and long-term horizons.

b. Goal formulation

- i. Congregational Council's goal formulation must be informed by their understanding of the CMCL vision, their networking-based understanding of the life of the congregation, and the regular observations and feedback communicated to them from Ministry via the administrative pastor.

Congregational Council will, as necessary, seek direct counsel from any pastoral staff and program volunteers to inform goal formulation.

- ii. As proposed goals are formulated, they must be reviewed and approved by the affected areas of Ministry, i.e. pastoral staff, Program Commission, through an iterative process via the administrative pastor or the administrative pastor's designated program representative/s.
- iii. Congregational Council will submit proposed goals to the congregation for final approval.

c. Goal progress review

The administrative pastor will make reports, as requested, to the Congregational Council on the status of goal fulfillment. Periodically the Congregational Council will review the status of goal fulfillment and affirm the progress made toward goal completion, revise the goal, or confirm the completion of the goal.

B. Leadership Selection/Volunteer Cultivation

We believe that we are all called to use our abilities, expertise, talents, and spiritual gifts to be the kingdom of God to those around us wherever we are. Within CMCL volunteers are needed to apply their abilities, expertise, talents, and spiritual gifts to the myriad specific tasks which must be completed for our goals for CMCL to be realized. The calling and cultivation of volunteers is an indispensable component of CMCL which continues throughout the year.

1. The Call - Leadership Selection Process

a. Volunteer Recruitment

The Leadership Selection Committee publicizes to the congregation the positions which need to be filled and promotes volunteer recruitment.

It is the responsibility of all congregants to seriously consider their calling and availability to fill open positions as well as to encourage others to volunteer. Committees should allocate time to compile a list for the Leadership Selection Committee of potential nominees to fill open positions.

The pastors will work to discern the potential in all congregants and encourage them to share their abilities and gifts in service at CMCL.

b. Volunteer Nomination

The Leadership Selection Committee compiles and reviews lists of volunteers to match individuals with the positions to be filled. A list of nominees is presented to the Congregational Council for action.

c. Congregational Council Review and Recommendation

The Congregational Council reviews the list of nominees. Upon approval, the council recommends the nominees to the congregation.

d. Congregational Approval

At a congregational meeting called by the council, the list of nominees is presented for a vote of affirmation.

2. Cultivation

A supportive environment is crucial to the recruitment and successful service of volunteers.

a. Encouragement and Development

All congregants should pray for the growth of wisdom and understanding in CMCL's volunteers and encourage them in their work.

The pastors will promote a positive environment for volunteers in their service. Opportunities for the development of gifts and talents will be shared with volunteers by the pastors.

The administrative pastor will be responsible for organizing the orientation of volunteers to service at CMCL and for promoting the development of good communication and leadership skills throughout CMCL's organization.

b. Appreciation

The Leadership Selection Committee is responsible for organizing expressions of appreciation for the volunteers of CMCL.

VII. Appendices

A. Vision

Congregations live by vision, whether implicit or explicit. An explicit vision is something widely recognized by the congregation, articulating the basic premises of its life together. An implicit vision is what remains true of the congregation but as yet is not spoken. Moving vision from implicit to explicit is a process of clarification and growing awareness that can be highly energizing and make for the health of the congregation. Failure to move toward explicit vision can result in fragmentation and decay.

The core of the vision quest is primarily to identify the spiritual character of the congregation. In Revelation 1-3, John writes to seven churches. But he writes not to the people but to the *angels* of the churches. These angels are the name of the spiritual character of each congregation. For example, the angel of Laodicea is rich, self-reliant, and lukewarm. The angel of Philadelphia has little power, but endures patiently. The angel of Thyatira is love, faith, service, and patience. When we seek vision as a congregation, our central task is to recognize our "angel" or spiritual character as a church.

Discernment of spiritual character can be described as the interaction of three sources of authority for the congregation: Spirit, Bible, People.

1. We are not only people of an idea, history, or ethnicity, but of a living Spirit. We live in relationship to the Spirit of God, who is the source of all life and our hope for healing all ills. Therefore, we pray for discernment.
2. The Bible is the collection of writings and stories about the earliest recognitions of the Spirit of God and the defining act of the Spirit in the

person of Jesus Christ. Therefore, we read the Bible for discernment.

3. We commit ourselves to lively interaction with each other. We know that there are no guarantees of truth. But our understanding may be challenged, supported and deepened through human interaction. Therefore, we share and debate for discernment.

Spiritual character can be said to be expressed in an often-used three-part definition of congregational life: mission, worship, and fellowship. These are fully interrelated and in no order of priority.

1. *Mission* defines the face the group turns outward. Any congregation is connected in many ways locally and globally. How do we honor and strengthen the life-giving connections? How do we challenge and repent of connections based on injustice? We seek to enlarge the scope of God's peace and justice. This is our ministry in the Spirit of Christ in the world.
2. *Worship* defines the face the group turns toward God. God is already acting and dwelling among us. Our recognition and celebration of God's graceful presence is our worship.
3. *Fellowship* is the face we who are part of the group turn toward each other. In congregational life, we build relationships of trust. In these relationships, we minister to each other. We address illness, fear, loneliness, despair. We strengthen vision, healing and hope.

Our congregational vision is the particular and unique approach that we bring to the life process outlined above. It lies at the root of all that we will do and be.

B. Vision Prayer and Core Values

Core Values

Community Mennonite Church of Lancaster

March 15, 2009

CMCL Vision Prayer

Through your grace, O God, form us into a community

Called to follow Jesus,

Known and loved by you,

Nourished throughout our lives by worship, relationships, and the biblical story,

Open to new voices and new dreams,

Committed to one another in times of celebration and difficulty,

Responsive to human need with justice, peacemaking and compassion.

May your Spirit draw us together into your new creation. Amen.

Anabaptists traditionally have been wary of creeds and fixed statements of faith and of conveying the idea that there is no possibility of our understanding developing in fresh ways. These Core Values are provisional and subject to review, but they speak to this time and place in CMCL's common life. These values function in dialog with CMCL's Covenant.

- ✚ We are **KNOWN AND LOVED BY GOD**—This is the center of our common faith. We speak this reality to each other and we strive to model this love in our world.
- ✚ We are **CALLED TO FOLLOW JESUS**—The teachings of Jesus orient our worship. Turning toward Jesus “God-with-us” at our center is more important than defining the outer edges. Our participation in the wider Mennonite church and the stream of Anabaptist theology informs this call. We respect and learn from people of religious traditions beyond Christianity.
- ✚ We are **NOURISHED THROUGH WORSHIP**—We celebrate music and the arts as vital parts of our spiritual practice. We value worship that honors our wrestlings, our broken places and our raw edges. Our worship brings wholeness and centeredness to fragmented lives.
- ✚ We are **NOURISHED THROUGH RELATIONSHIPS**—We are present to each other in mutual care, not for the purpose of fixing or problem-solving, but for helping one another remember or discover the wholeness and holiness God intends for us.
- ✚ We are **NOURISHED THROUGH THE BIBLICAL STORY**—We are drawn to teachings of Jesus reaching out to the marginal, listening and healing as he moves among them. We strive to understand together what the Bible means for our lives in this time and place.
- ✚ We are **OPEN TO NEW VOICES**—We strive to speak and listen across differences in and beyond our congregation. We value cross-cultural experiences and global perspective. We welcome and embrace diversity of sexual orientation at all levels of congregational participation. We recognize challenges of building racially and economically diverse faith community and strive for reconciliation.
- ✚ We are **OPEN TO NEW DREAMS**—We encourage all in our midst to grow and use their gifts, regardless of age, gender or length of time in the congregation.
- ✚ We are **RESPONSIVE TO HUMAN NEED**—We want our lives to be more than solely for ourselves. We serve and celebrate our neighborhoods, especially our urban Lancaster context.
- ✚ We strive to **RESPOND WITH JUSTICE, PEACEMAKING AND COMPASSION**—We take seriously the church’s call to address issues of social, economic and ecological justice and to challenge oppressive systems in our culture. We proclaim the building of shalom peace and right relationships as the heart of the biblical message.
- ✚ We are **BEING DRAWN INTO A NEW CREATION**—We believe that transformation of ourselves and our world is ultimately the work of God’s Spirit.

C. Principles of Leadership

Four principles of effective leadership apply in this organizational structure:

1. *An effective leadership manages the decision process.* An effective leadership does not necessarily make decisions, but instead manages the group process that will result in effective decisions. An effective leadership also understands that managing decision-making is a process rather than a single event.

2. *An effective leadership identifies and utilizes a clear system of accountability.* A clear accountability system is mutual and not authoritarian. The congregational structure can facilitate this.
3. *An effective leadership knows the appropriate location for a problem/decision and guides the problem/decision to that location in the structure.*
4. *An effective leadership is responsible for emphasizing a long-term approach to management and planning.* This includes having primary responsibility for implementing and motivating the planning process. The planning process involves the following steps:
 - a. Orienting volunteers to the organizational structure of CMCL
 - b. Discovering and articulating the congregation's vision.
 - c. Identifying and articulating a set of long- and short-term goals with the congregation that reflect and support the vision.
 - d. Developing plans to implement the goals.

D. Philosophy of Decision-making

We believe that we are called to be a church where ultimate authority resides in the congregation, where all members collaborate in the life of the church and in the decision-making, that determines the nature of this life. This philosophy is based on the belief that "the presence of the Spirit is in and with those called to be and to build a church," (Mary Benet McKinney from *Sharing Wisdom*) and that we hear the voice of God and discern direction for our corporate life by listening deeply to the wisdom of each other. McKinney calls this a philosophy of "shared wisdom." Its bottom line "is a deep and operational faith that the Spirit lives in the group through its membership and speaks through the lived experience of each one."

According to McKinney, to say that each person has a piece of the wisdom is to say the following:

- No one has all the wisdom.
- Everyone has a different piece. (There will be differences and disagreements.)
- Everyone has some of the wisdom. (No matter how strange someone's wisdom may seem, there is something there which the Spirit is calling the others to consider, to respect and even to treasure.)

This philosophy relies both on a deep faith in the reality of the Spirit's work in all of our lives and the skill to elicit the pieces of wisdom from the group members. It is based on the reality that people care as much about *how* a decision is made as they care about the issue itself. It is a philosophy that fosters relationships and community in our corporate discernment for direction.

To operationalize this, we commit ourselves to a process which people feel so good about that even the minority are willing to support a decision they may not necessarily like. Specifically, in our decision-making processes, we commit ourselves to the following:

- To attend regularly to the nurture of our own spirituality.
- To come to the process of decision-making in a spirit of prayerful reflection.
- To find ways to elicit the wisdom from each person.
- To listen carefully and respectfully to each person, valuing the person's experience and attempting to understand his/her perspective.
- To listen openly, in a spirit of letting go, of readiness to allow our opinions to be shaped or to change as we listen to the wisdom of others.

To work at building consensus in our decisions - not meaning unanimity but rather that all can live with a decision - instead of setting up win-lose situations and creating power struggles that work against our philosophy of shared wisdom.

E. Decision-making Process

To make good decisions, the congregation must be well informed. In addition, the process must be a disciplined one to ensure that the decisions reflect the wishes of the congregation and that the outcomes of the decisions are clearly understood by everyone.

Final decisions at the congregational level are the result of a process of consensus building which begins when the idea is first born, long before it is presented to the congregation for a decision.

Consensus means that everyone can live with a decision; it does not mean unanimity.

Consensus building is a process of gaining agreement and support for an idea or concern at every level within the congregation as that idea moves from concept through committees, Council and on to the congregational meeting for approval. By the time the proposal reaches the congregational meeting, the leadership already knows whether there is broad congregational support for the proposal because of the involvement of the majority of members.

The Congregational Vision Statement, and the annual budget require the approval of the congregation for implementation. All changes to the Vision Statement must be approved by the congregation at a congregational meeting.

The Proposal

Congregational decisions are based on specific proposals presented to the congregation in writing. Each proposal contains the following elements:

1. **The Situation.** A statement clearly articulating the specific problem, issue or concern creating the need for the proposal. Supporting information from congregational inputs which helped identify the issue is also included.
2. **The Solution.** A statement clearly stating the ultimate outcome, solution or objective.
3. **The Action Plan.** The steps needed to initiate, develop, implement and maintain the proposal. The plan includes financial resources needed, training, volunteer time, personnel issues, persons responsible for its implementation and time line.

4. **Supporting Information.** Depending on the nature or complexity of the issues in the proposal, the following are also included:
 - Response to ideas or concerns that were raised in the consensus building process, but which are not included as part of the proposal. This assures the members that their ideas, although not implemented, were heard and given consideration.
 - Additional explanation for key elements contained in the proposal. A good proposal attempts to anticipate questions and concerns that have been or may be raised by the members.

The proposal conveys the good work of those bringing it forward. It reflects a sensitivity to the concerns of the congregation at large, as well as the vision, creativity, and talent of those persons putting it forth.

The Process

Church Council has sole responsibility for moving the proposal to the congregation for agreement. Council discerns what decisions need to be taken to the congregation.

Completing the following steps ensures that the congregation is well informed and prepared to give their support to the proposal:

1. The proposal is distributed in the church mail boxes and via email a minimum of two weeks prior to a scheduled congregational meeting. An announcement is made in the morning worship service informing the members to look for the information in their mail boxes.
2. Included with the proposal is a statement recommending the action to be taken on the proposal at the congregational meeting.
3. The presence of the members attending the congregational meeting shall constitute a quorum.
4. Members come to the congregational meeting prepared to:
 - Pose questions for clarity and understanding.
 - List their “likes” and “concerns.”
 - Make a congregational decision by choosing from the following four options:
 - a. In favor of the proposal.
 - b. Although not in favor, will support the proposal.
 - c. Refer the proposal back to the Congregational Council with concerns. One of the following three actions may then be taken:
 - i. Congregational Council/committee may caucus at the congregational meeting to review and respond to the recommendation for “minor” change(s).
 - ii. Congregation may give conditional approval.
 - iii. Congregation may refer the proposal back to Congregational Council with concerns, without approval.
 - d. Reject the proposal entirely.

A proposal is approved if (1) a majority of all votes are in favor of the proposal (Option a. above) and (2) the combined vote for Option a. and Option b. above is at least 75% of all votes.

If the proposal is referred back to Congregational Council – option c.ii. or c.iii., the revised proposal would be presented to the congregation at a future date for consideration. The Congregational Council would distribute any changes, in writing, in advance of a scheduled meeting. The Congregational Council/committee is responsible to carefully evaluate the concerns raised by the congregation to determine their merit. The Congregational Council/committee has the option to respond by either making changes in the proposal based on new thinking or respond with greater clarity to the original proposal to ensure a better understanding for the proposal as presented. This process may continue between the Congregational Council/committee and the congregation until agreement has been reached. In the event of conditional approval, the Congregational Council/committee has the option of accepting the conditions or resubmitting changes for approval.

The purpose of this structured process is to produce appropriate decisions. It is assumed that during the consensus-building process, prior to the written proposal to the congregation, the Congregational Council will provide ample opportunity for members to express their wishes, views, needs and concerns regarding the proposal.

F. Budget Management Process

The Finance Committee develops and monitors the annual budget and membership giving plan and makes recommendations to the Congregational Council for action.

The Finance Committee will formulate an annual budget in consultation with relevant committees and through the solicitation of giving plans from congregants. The Committee will present the budget and its recommendations to the Congregational Council for action. Upon Congregational Council's approval of a budget proposal, it will be submitted to the congregation for final adoption.

The Finance Committee manages the disbursement of funds per the approved budget. Congregational Council may, at its discretion, authorize additional spending up to 5% more than the approved budget's overall total if such funds are available from the current year's income. Any increased spending of more than 50% for any single line item originally budgeted for more than \$1000 and any new line item of more than \$2000 must be approved by the congregation.

If a committee needs to revise the allocation of funds among its budget line items, the committee chair will submit a proposal to the Finance Committee for review. The Finance Committee will forward the request along with its recommendations to the Congregational Council for action. If a committee needs funds in addition to the total amount approved for its budget line items, its request goes to the Program Commission to see if another committee has some funds they could transfer to the requesting committee. If funds are available, the Program Commission Chair will make a request to the Finance Committee to review the proposed change. The

Finance Committee will forward the request along with its recommendations to the Congregational Council for action. If the Program Commission needs funds beyond the approved budget's overall total, the Program Commission Chair will request the additional funds through the Finance Committee for action by the Congregational Council.

The Finance Committee will make monthly summary reports to the congregation and monthly fully detailed reports to the Congregational Council and Program Commission Committee chairs on the status of the budget and progress toward meeting giving goals.

The Congregational Council will maintain guidelines for special offerings and above budget giving. Requests will be directed to the Council Chair. If the request meets the established guidelines, the Council Chair in consultation with the convener of the Finance Committee and the administrative pastor may grant approval. All other requests for the creation of non-budget accounts should be directed to the Finance Committee for review and recommendation for action by the Congregational Council.

G. Organizational Structure Review and Revision

While it is helpful for CMCL to have a well-defined, stable structure to guide all congregants and staff in their organizational relationships, the organizational structure is only a tool to be used in the process of fulfilling our vision and goals. As circumstances change, our tools must be adapted to continue to be useful.

1. Review

The Congregational Council will be open to consider suggestions for revisions to the organizational structure from all congregants, committees, Program Commission, and staff. Annually after new council members have reviewed the organizational structure document may be a good time to consider revisions.

2. Revision

The Congregational Council may propose revisions to the organizational structure document at any time. Congregational approval is required for any revisions to the organizational structure.

H. CMCL Structure Diagram Guide

The left column lists the committees and groups that appear on the structural diagram.

The right column notes how positions are filled and to whom each is responsible. Committee job descriptions, responsibilities, and tasks are outlined separately.

All pastoral staff and volunteers are responsible to and part of the CMCL congregation.

- Committee and group members are selected through the Leadership Selection Process (LSP) unless noted otherwise.

- All members and regular attendees are encouraged to volunteer in their areas of interest via the LSP.
- Committees are welcome to recruit their own members via the LSP.

Governance

[Congregational Council]

Discern and Hold Mission and Vision

Works with Ministry on discernment and strategic planning. Results guide Program Commission, pastoral staff and pastoral team.

Following committees are responsible to Council and report to Council on a regular basis or as requested.

Staff Relations Committee (SRC)

Pastors are accountable to Council via SRC

Finance Committee

Administrative pastor and administrative assistant are defined members of committee

Leadership Selection Committee

Members appointed by council

MCUSA Delegates

ACC Delegates

Appointed by Council

Congregational Convener

Ministry

[Consists of pastorate but includes the working body of the church in ministry with each other]

[Pastoral Staff]

[with support of administrative assistant]

Discern and Enact Mission and Vision

Works with council on discernment and strategic planning. Results guide Program Commission, pastoral staff, and pastoral team.

Feedback from PC informs pastoral staff's discernment and strategic planning.

PROGRAM COMMISSION (PC)

Consists of Administrative Pastor, Congregational Care Pastor, C&Y Associate Pastor/s, Program Committee chairs, Program Support Committee chairs

Represented at Council by Administrative Pastor

Committee chairs have authority to make decisions on behalf of and guided by their committees (reporting to and consulting with other chairs who are part of PC as needed).

Worship

WORSHIP COMMITTEE

Audio Committee
Environment Committee

Voting member of PC

sub-committee
sub-committee

Faith Formation

C&Y CHRISTIAN ED COMMITTEE
Child Safety Committee

Voting member of PC
sub-committee

CHILDREN & YOUTH PROGRAMMING

C&Y programming is
represented at PC
by C&Y Pastor/s

Childcare
Venture Club
Junior Youth
Senior Youth
Mentors

ADULT CHRISTIAN ED

Voting member of PC

Outreach

PEACE AND SOCIAL JUSTICE COMMITTEE (PAXJC)
Refugee Support Committee
~~Creation Care Committee~~
MOOS

Voting member of PC;
ad hoc committee
~~sub-committee~~
independent organization
affiliated with CMCL &
sponsored by PaxJC

Community Life

HOSPITALITY COMMITTEE
Memorial Service Hospitality Committee

Voting member of PC
sub-committee

MENNONITE MEN'S & WOMEN'S GROUPS

Program support, responsible
to PC, chapters of MCUSA
organization

SMALL GROUP COMMITTEE

PARROT GALLERY COMMITTEE

Voting member of PC

LIBRARY COMMITTEE

Program support, responsible
to PC

Program support, responsible
to PC

Stewardship

FACILITIES COMMITTEE
Gardening Committee

Voting member of PC
sub-committee

YA ENDOWMENT FUND COMMITTEE

Program support, responsible to
PC

EVERENCE REPRESENTATIVE

Program support, responsible to
PC

CAREGIVING

Part of ministry, independent of
PC

PASTORAL TEAM

Community Care Leaders

sub-committee

PASTORAL STAFF ADVOCATES

Responsible to designated
Pastor; invited by pastoral staff
to serve