

# **Pastoral Leadership Proposal**

## **Listening Sessions Q&A**

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Authors: Pastoral Leadership Team and Council

## Contents

1.	2019 PASTORAL LEADERSHIP PROPOSAL .....	3
1.1.	The Purpose .....	3
1.2.	The Issue.....	3
1.2.1.	Alternative Scenario 1.....	4
1.2.2.	Alternative Scenario 2.....	4
1.3.	The Question .....	5
1.4.	The Answer .....	5
1.4.1.	Potential Benefits.....	6
1.4.2.	Potential Drawbacks .....	7
1.5.	Co-Pastoral Responsibilities: Details .....	7
1.5.1.	Year 1 - 2019.....	7
1.5.2.	Year 2 - 2020.....	8
1.5.3.	Year 3 - 2021.....	8
1.6.	Process for Review and Approval of Proposal .....	10
2.	LISTENING SESSIONS QUESTIONS .....	10
2.1.	General Proposal Questions .....	10
2.2.	Fellowship of Recovering Lutheran Clergy (FRLC) Questions .....	15
2.3.	Time Spent on FRLC Activities Questions .....	18
2.4.	Pastoral Leadership Team Questions .....	21
2.5.	Addiction Awareness Team Questions .....	25
2.6.	Congregation Survey Questions .....	25
2.7.	Pastor Salary Questions .....	27
2.8.	Synod Questions .....	29
2.9.	Leadership Questions.....	30
2.10.	Youth and Family Ministry Questions.....	31
2.11.	Benevolence Contribution Questions.....	32
2.12.	Other Questions.....	33

## **Abbreviations**

**PLT:** Pastoral Leadership Team

**TLC:** Transfiguration Lutheran Church

**A&F Conference:** Addiction and Faith Conference - an event

**A&F Ministry:** Addiction and Faith Ministry-25% of Pastor Ed's ministry

**FRLC:** Fellowship of Recovering Lutheran Clergy

**ELC:** Early Learning Center

**CCL-Liberia:** Center for Changing Lives-Liberia

**PACT:** Partnership for Community Transformation

**MOU:** Memorandum of Understanding

**RIC:** Reconciling in Christ

**ELCA:** Evangelical Lutheran Church in America

**TBD:** To be determined

# 1. 2019 PASTORAL LEADERSHIP PROPOSAL

## 1.1. The Purpose

The Pastoral Leadership Team (PLT) began meeting in July 2018 with a mandate to explore the following questions which were first presented at Transfiguration Lutheran Church's (TLC) Annual Meeting in January 2018: How can we ensure that the combined pastoral leadership of TLC best serve the mission of the congregation? How can the Pastors' responsibilities best be divided in order to make the most effective use of the skills, interests and passions of each?

A specific, urgent question emerged as the first Addiction and Faith Conference (A&F Conference) neared in September 2018:

- *Given the unexpected significant blossoming of this new ministry, how might Pastor Ed's responsibilities as convener of A&F Conference and facilitator of the Fellowship of Recovering Lutheran Clergy (FRLC) impact his role as senior pastor at TLC. In which ways are these multiple responsibilities and callings compatible, complementary and/or competing?*

The following staffing proposal was first drafted by the PLT during the fall of 2018 as a response to the preceding questions. A preliminary draft was presented to the Church Council and TLC Staff in December of 2018. Further editing took place after receiving initial feedback from those two groups. Additional feedback was received in early January from the Council, Strategic Planning Team and the Bishop's office of the Minneapolis Area Synod prior to a brief proposal being presented to the congregation at the January 2019 Annual Meeting.

## 1.2. The Issue

TLC is at a crossroad as are so many congregations in America today. We cannot do ministry as usual and expect the same outcomes that we have experienced over the history of this congregation. The recent Congregational Assessment survey of the membership at TLC indicated that while 30% of our congregation is very satisfied with our current ministry, another 30% have serious concerns about our direction. 40% are somewhat unclear and unsure about who we are and where we are being called as a congregation. We have work to do as a congregation to clearly identify our mission and focus.

Two themes that emerged strongly from the survey across all age demographics and were shared equally across the more and less "satisfied" folks were the desire for TLC to recommit to ministry with families with young children and to provide opportunities for Christian growth (education/faith formation) throughout the lifespan. At the same time, TLC was identified by the survey as a "progressive" and "adaptable" congregation.

In order to do the good, faithful and hard work required of us at this time, it is first necessary to ensure that we have the right pastoral leadership in place. This proposal

represents our best effort to ensure that our current pastoral staff is equipped and able to serve Christ in this place to the best of their abilities for the foreseeable future.

Before entering the details of this proposal, we will consider two other scenarios and give the reasons why we are not recommending them.

### **1.2.1. Alternative Scenario 1**

According to the 2018 Congregational Survey, 30% of TLC members are very satisfied with the current direction of the church. It stands to reason that some folks in this group might feel that “if it ain’t broke, don’t fix it.” Why not keep things the same, as much as possible?

The PLT does not see this as a viable option for the following reasons:

- A major new ministry and calling has emerged for Pastor Ed. He cannot continue to function in his current role as Senior Pastor of TLC and give this emerging new ministry the attention it needs. Therefore, his role at TLC needs to change.
- Given the changing social, demographic and cultural trends in the US today, TLC cannot continue to function as it always has and expect new Lutherans to just show up at our doors. Clarity of mission and focus are needed.

### **1.2.2. Alternative Scenario 2**

According to the 2018 Congregational Survey, 30% of TLC members are very dissatisfied with the current direction of the church. It stands to reason that some folks who lean in this direction may feel it is time for a pastoral change. The PLT does not see this as a viable option for the following reasons:

- Both Pastor Ed and Pastor Arthur feel called to continue serving at TLC. They feel that they have an excellent working relationship. The TLC staff is healthy (though stretched). Many TLC members have strong connections with either one or both Pastors.
- The hardest transition for any congregation to weather is a pastoral change. Most congregations see a dramatic decline in attendance and support during a pastoral change. They typically enter a multi-year rebuilding process during which time it is difficult to move forward with day-to-day mission and ministry.

### **1.3. The Question**

Given that:

- Pastor Ed cannot continue to serve as Addiction and Faith convener and Senior Pastor of TLC
- Pastor Ed does feel called to continue serving at TLC in some shared leadership capacity if it is possible for him to simultaneously build the Addiction and Faith Ministry
- Pastor Arthur is willing and able to take on increased responsibility at TLC but does not feel called to take on the role of Senior Pastor
- Financial concerns about the TLC budget are a factor in the proposed plan

What might a shared leadership structure look like that allows TLC to move forward in mission, given current financial constraints, while retaining both its current Pastors?

### **1.4. The Answer**

The Addiction and Faith Ministry represents a particular calling for Pastor Ed and possibly for the TLC community as well. We propose to bless, equip and empower Pastor Ed to continue to produce an annual A&F Conference and expand the ministry as the Spirit will allow for the remaining 2019 calendar year. This proposal is a pilot project.

To do this we need to adjust how we currently staff and do ministry at TLC. As this work will require much of Pastor Ed's time this will take him out of the traditional role as Senior Pastor. To adjust for this change TLC will need to experiment with and be open to a new leadership model. This proposal is being offered by the TLC Council in consultation with the Minneapolis Area Synod.

We believe we can continue to be a vital congregation with excellent worship, a vibrant youth and family ministry, with a strong commitment to social justice and those who are most vulnerable in society. We do not believe that what we are proposing will take anything away from TLC or change the core identity of the congregation as a welcoming family neighborhood church. Rather we would be adding a vital ministry partner that will bless many. We trust that we too will be blessed in the process.

We do not envision TLC becoming a "recovery church," but rather envision TLC being a church that supports recovery ministry in a very powerful way. We do anticipate that part of the Addiction and Faith Ministry will include a new worshipping community housed at TLC, led by Pastor Ed, which will not conflict with current Sunday or Wednesday worshipping communities. Sunday evening is a possible time.

We are proposing that as of April 9, 2019, with approval of the Council, Pastor Ed and Pastor Arthur begin to share the primary leadership of TLC for a 9-month trial period. By sharing leadership Pastor Ed would be able to spend a portion of his time in the coming year developing the Conference and this new ministry, while Pastor Arthur will oversee some of the areas of responsibility that have traditionally fallen to the senior pastor at TLC. We are proposing that their titles be changed from Senior Pastor and Associate

Pastor to Co-Pastors. In 2019, we propose that TLC will be compensated for Pastor Ed's time through a gift of \$25,000 from the Addiction and Faith budget (increased from the \$10,000 gift received by TLC from Addiction and Faith for Pastor Ed's time in 2018). In subsequent years, this number will be adjusted to reflect the portion of Pastor Ed's salary and benefits that is being allocated towards this new ministry.

In addition to Pastor Arthur picking up some of Pastor Ed's responsibilities in 2019, we will also add to the TLC staff, Erin Pommeranz, as part-time Parish Nurse. The position will be funded from the Journey with Jesus Capital Campaign and will fulfill the commitment of that campaign through the funds designated for "Visitation Pastor." The Church Council voted in January of 2019 to approve the funding for this position.

In subsequent years as this ministry grows, we expect Pastor Arthur will take on more responsibility as Pastor Ed commits more of his time to growing the new ministry. We anticipate that Pastor Ed will move to half-time at TLC and half-time with Addiction and Faith Ministry in either 2020 or 2021. When Pastor Ed moves to half-time, he will cease to be Co-Pastor, and become "Pastor for Specialized Ministry" or some other title to be determined (TBD). We anticipate that TLC will at that time call a Co-Pastor to share primary leadership of the church alongside Pastor Arthur. The new Co-Pastor would have primary responsibility for Youth and Family ministries. Pastor Arthur would take primary responsibilities for Executive Functions.

#### **1.4.1. Potential Benefits**

The Co-Pastor Model will allow for:

- TLC to retain its current Pastoral Staff.
- Leaders to utilize their individual strengths and TLC to benefit from the diversity of thought in decision making.
- TLC to benefit from the synergy and expertise each Pastor brings to TLC.
- The Pastors to focus more time on areas of responsibilities that are in sync with each of their own unique experiences, gifts and interests.
- Reduced stress levels of the Pastors, as the Co-Pastor model is a more robust, shared leadership system that does not unduly burden any single leader.
- Increased flow and creativity to flourish in a shared leadership environment.
- TLC to continue as a vital congregation with excellent worship, a vibrant youth and family ministry, with a strong commitment to social justice and those who are most vulnerable in society.
- Pastor Ed along with the A&F Conference Planning Team to continue to produce an annual A&F Conference and expand the ministry as the Spirit will allow.
- Create an opening for an experienced Co-Pastor for Youth and Family to be called to TLC soon, should Addiction and Faith Ministry (A&F Ministry) continue to expand. This will attract candidates with more experience than an Associate Pastor position and will likely retain good candidates longer.
- Models community building

## 1.4.2. Potential Drawbacks

- Possible lack of clarity of who is “in charge”
- Confusion from those who are used to a different model of leadership
- Incompatibility between future pastors

## 1.5. Co-Pastoral Responsibilities: Details

### 1.5.1. Year 1 - 2019

#### 1.5.1.1. Co-Pastor Ed Treat – Full Time

- 75% time – TLC
- 25% time – Addiction and Faith Ministry

##### 1.5.1.1.1. *TLC Responsibilities*

- **Present at TLC Services:** 3 Sundays and 3 Wednesdays per month – Preaching 2x per month; presiding 1x per month
- **Time in office:** 3 days per week in office (plus Sundays) – present for staff, pastoral care, and other meetings as needed
- **Responsible for:**
  - Staffing
  - Building
  - Technology
  - Communications
- **Events:** Funerals (primary), baptisms, weddings, pastoral care, counseling
- **Primary Focus:** Pastoral care for those in latter stages of life along with Parish Nurse and Pastoral Care Team
- **Accountable to:** Church Council (Pastor Ed will attend 75% of all Council Meetings)

##### 1.5.1.1.2. *Addiction and Faith Responsibilities*

- Visionary and Executive Director
- Plan, Organize, Fundraise, Produce
  - Major Annual Conference
  - A mini-Conference at another location
- Pastoral
  - Begin monthly worshipping Recovery community housed at TLC (possibly Sunday evenings)
- Accountable to: FRLC Board of Directors

#### 1.5.1.2. Co-Pastor Arthur Murray – Full Time

- 100% time – TLC



#### **1.5.1.2.1. TLC Responsibilities**

- **Present at TLC Services:** Preach 2 Sundays and 2 Wednesdays per month
- **Time in office:** 4 days per week in office (plus Sundays) – present for staff, pastoral care, and other meetings as needed
- **Responsible for:**
  - Finances
  - Strategic Planning
  - Youth and Family Ministry along with Youth Minister and Director of Christian Education
  - Mission and Outreach (special Focus: CCL – Liberia, ELC)
- **Events:** Baptisms, weddings, pastoral care, counseling, funerals (secondary)
- **Primary focus:** Faith Formation and Pastoral Care in mid-life along with Director of Christian Education
- **Accountable to:** Church Council (Pastor Arthur will attend all Council Meetings)

#### **1.5.1.2.2. Staff Transitions – 2019:**

- Hiring of Erin Pommeranz as part-time Parish Nurse–through Capital Campaign funds designated for Visitation Pastor

#### **1.5.2. Year 2 - 2020**

- Transition and Evaluation Year
  - Discontinue, continue with Year 1 model or accelerate to Year 3 model depending on needs of TLC congregation, the needs of Addiction and Faith ministry and the vote of the congregation at January 2020 Annual Meeting.
- Expected Staff Transitions:
  - Possible formation of Call Committee for Co-Pastor for Youth and Family (Director of Christian Education and Youth and Family Minister Positions are combined to form this position)

#### **1.5.3. Year 3 - 2021**

##### **1.5.3.1. Co-Pastor Arthur Murray – Full Time**

- 100% time - TLC

##### **1.5.3.1.1. Responsibilities**

- **Present at TLC Services:** Preach 2 Sundays and 2 Wednesdays per month
- **Time in office:** 4 days per week in office (plus Sundays)
- **Events:** Funerals, baptisms, weddings, pastoral care, counselling
- **Responsible for:** Financial and staff oversight

- **Primary Focus:** Mission and Outreach (special Focus: TLC/ELC relationships and CCL - Liberia) and Faith Formation and Pastoral Care in mid-life
- **Accountable to:** Church Council

### 1.5.3.2. Co – Pastor – TBD – Full Time (Youth and Family Focus)

- 100% time - TLC

#### 1.5.3.2.1. Responsibilities

- **Present at TLC Services:** Preach 1 Sunday and 1 Wednesday per month,
- **Events:** Baptisms, Weddings
- **Primary Focus:** Birth through Young Adult, Christian Education (Sunday School, Confirmation or new model), Youth Ministry (high school through college)
- **Works closely with:** Sunday School Coordinator (Lay Volunteer), Youth Minister (Part-time Staff – *new position*)
- **Works with the following teams:** Church PTA, College Ministry, Small Group Leaders, Youth Team
- **Primary Focus:** Faith Formation and Pastoral Care in early-life
- **Accountable to:** Church Council

### 1.5.3.3. Pastor Ed Treat

- 50% time – TLC
- 50% time – Addiction and Faith Ministry

#### 1.5.3.3.1. TLC Responsibilities

- **Present at TLC Services:** 2 Sundays and 2 Wednesdays per month – Preaching once per month; presiding once per month
- **Time in office:** 2 days per week in office (in addition to 2 Sundays) – present for staff, pastoral care, and other meetings as needed
- **Events:** Funerals, baptisms, weddings, pastoral care, counselling
- **Primary Focus:** latter stages of life along with Parish Nurse
- **Accountable to:** Church Council

#### 1.5.3.3.2. Addiction and Faith Responsibilities

- Visionary and Executive Director
- Plan, Organize, Fundraise, Produce
  - Major Annual Conference
  - Mini-Conferences at Synod/Local level around country
- Pastoral

- Lead weekly worshipping Recovery community housed at TLC (possibly Sunday evenings)

## **1.6. Process for Review and Approval of Proposal**

- The PLT was formed in July 2018
- The process was formalized by the PLT and Church Council with advice from the Synod, Fall 2018.
- Summary of proposal was presented to the congregation at the Annual Meeting, January 2019.
- Listening sessions were held February 2019.
- Full proposal and responses to the Listening Session questions emailed out to TLC members and presented on March 31, 2019.
- The Co-Pastor Proposal will be considered by the Council at their April 9, 2019 meeting. If the pilot phase for the proposal is approved, further development on the details will continue as appropriate during the coming year including:
  - developing a MOU with the A&F conference
  - regular review with Pastors about progress
  - creating and tracking measurable evaluative benchmarks
  - regular Council review
  - reviewing and possibly revising constitution and call letters
  - updating job descriptions and compensation packages
- TLC hosts panel discussion with Co-Pastors from other congregations in late Spring 2019
- Report back to the congregation prior to the Annual Meeting
- Congregational vote on proposal, Annual Meeting, January 2020
- Questions? Contact John Lindell ([jd.lindell@yahoo.com](mailto:jd.lindell@yahoo.com)) or Evan Collins ([ercollins91@gmail.com](mailto:ercollins91@gmail.com))

## **2. LISTENING SESSIONS QUESTIONS**

### **2.1. General Proposal Questions**

1. Have we connected with other churches to see if this proposal would work?

The Synod has informed us that a Co-Pastor model is working well in other Minneapolis Synod churches. Bethlehem Lutheran, Minneapolis; Grace University, Minneapolis; Our Father's, Rockford; Holy Trinity, New Prague; Edina Community Lutheran Church, Edina; are five examples in the Minneapolis Synod where the Co-Pastor model is working well.

2. The Vital Signs survey indicates that we are a congregation with very low energy and very low satisfaction. How did we get here?

There is not an easy answer as to how we got to these low levels. As has been documented in numerous articles, there is an overall decline in the number of people participating in church and worship that has been practiced for generations. TLC is not exempt from the decline. We do have a changing demographic in our congregation, we are older than we used to be. Younger groups are most often not participating in the traditional church. We have work to do with our current congregation to improve our energy and satisfaction. If we can work together using all members of the congregation, we should be able to improve our results as we look together at positive directions for the future.

3. The survey that was taken five years ago did not indicate this. Over the past several years, we have become a very polarized church (30% satisfied, 30% not satisfied, 40% undecided). What is the leadership's responsibility in this polarization? Does your proposal offer anything that would change this polarization? If so, how?

Polarization is a result of some folks believing that they are completely right, and others are completely wrong. We have Pastors in place that some members of the congregation totally enjoy, and other members of the congregation do not find them meeting their spiritual needs. With the congregation we currently have in place, we need to work together to look at ways to serve the entire congregation and not just a smaller group(s).

4. How many people could leave if we approve this proposal?

It is not possible to know how many people will either come or go because of the proposed change. People come and go from congregations for a variety of reasons. Many times, we are not clear as to why people stop attending a specific congregation. We do however know that:

- The other Lutheran churches with a Co-Pastor model are doing well as outlined in Question 1.
- It is critical church leaders keep trying new things and keep experimenting to serve the ever-changing needs to the surrounding community and our congregation.
- God appears to be calling TLC to support a variety of missions.

5. How would we re-write the constitution to reflect the co-pastor proposal?

The Synod has informed us the constitution does not need to be rewritten. The Council may choose to make some wording changes to the constitution.

6. Will the "calls" for the Pastors need to be rewritten?

The Synod has informed us that call letters will not need to be rewritten. The Council may choose to look at this possibility, but that is not currently being proposed.

7. Why would a Council want to re-align an existing call without going through the appropriate call process as stated in the constitution?

If a decision was made to issue new calls to the Pastors, we would need to look at going through the formal call process as outlined in the constitution. Currently, we are just looking to adjust the Pastor responsibilities using the Co-Pastor model.

8. Why use the term co-pastor as opposed to pastor(s) – meaning equal time?

The term Pastor(s) may seem easier than the term Co-Pastor, and it would also require less change to the constitution. The term Co-Pastor is more explicit in that it communicates true shared leadership. There are churches in which the Pastors all have the title “Pastor” but then one of them is the “lead” Pastor which is it is just not explicit. We would like to be explicit with both title and hierarchy.

9. In a co-pastor leadership, who makes the ultimate decisions of finances, day to day decisions, etc.?

As we have worked on the proposal, we have looked at the different responsibilities and who is going to be responsible for all aspects of the roles. We are working to develop job descriptions with clear division of responsibilities. It is important that our church staff and members of our congregation have a good understanding of who is responsible for all the areas of the church.

10. What role does the Council or President of the Congregation have in decisions making?

The day to day decisions of the church are made by the Pastors and the church staff supporting the different aspects of the church. Major changes to the church are usually brought to the Church Council for their opinion and possible approval. The President of the Congregation and/or the Council Executive Committee (President, Secretary, Treasurer) may be asked to weigh in on situations that need immediate attention and/or sensitive decisions that need a quick opinion/decision. The President of the Council and the Pastors work closely together in decision making.

11. How did a small group on addiction ministry embedded in the Diversity section of the Strategic Plan end up becoming 25% of a pastor’s time?

The A&F Conference is not part of the Strategic Plan, it is its own entity. Much as the TLC’s Early Learning Center (ELC) is a separated organization (though birthed by TLC) and Center for Changing Lives-Liberia (CCL-Liberia) is a separate organization (though birthed by TLC), so is the A&F Conference. It is not a project of TLC’s Addiction Awareness Team. TLC’s Addiction Awareness Team is the congregational team that connects with the A&F Conference. TLC’s Mission and Outreach Team is the team that connects with Liberia. Renee Jefferson, our Director of Christian Education, is the connection person with the TLC-ELC.

## 12. How does a pastor's time outside of our church feed us?

People come to church for many different reasons. One of the reasons many members are drawn to TLC is because we are a congregation known for serving others and being engaged in the world. We are not simply interested in self-preservation. As Jesus tells us, if a seed goes into the ground and dies it will bear much fruit. This is the model for our life together. Again, from Jesus, if we seek to save our lives, we will lose them. But if we lose our lives for the sake of the gospel, we will save them for all eternity. This is not just a model for individuals but for communities of faith as well. TLC's Pastors believe that we must lead by example. By engaging ourselves in ministry beyond our own self-interest, we invite others both within and outside of the TLC community to do the same. TLC members may or may not feel called to the same outward expression of faith as the Pastors do (Pastor Arthur to Liberia and family ministry, Pastor Ed to Addiction and Faith ministries). By witnessing our commitment as called church leaders to be outward focus, we hope that all TLC members may be inspired likewise to consider what outward ministry to which they may be particularly equipped and called by the Spirit.

## 13. There does not seem to be a return on our investment. Where is the return for TLC?

Not all returns on investments can be easily quantified. Possibly, a return on this investment is the knowledge that we have had an impact on another life, or made a connection that enriches us individually, or saved a family. A teacher sometimes will wonder what impact he/she has made with an investment of time, only to learn years later that someone's life was changed because of a few words said in one moment he/she has long forgotten. Isn't this return enough? Sometimes we have faith, that if we are doing the right thing, there will be a return on investment. We are not out to make a profit on our mission outreach endeavors. Knowing the form of the return is something we are not always privileged to know. We do the right thing and have faith.

Spiritually speaking we are called to die in order to live. That is the "return" modelled by Jesus. A&F Conference, Liberia, and the ELC put TLC on the map. They bring attention to our community. They cause people to search online "Who is this Pastor Ed Treat guy?" "How did CCL-Liberia start?", "Where is this ELC that everyone is talking about?" and that tells them something about TLC. It tells them that we are community that is engaged with the world. More and more we find that new TLC members come because this is the kind of community they are looking for. If we go backwards in this regard, we will begin to lose many of the people who have come to see TLC as their home faith community.

## 14. What happens if the proposal is not approved?

Should the proposal be rejected in its entirety various scenarios are possible:

- Pastor Ed leaves TLC to take a call at another church which support his emerging bi-vocational ministry (i.e., part time pastor, part time director of Addition and Faith).
- Should Pastor Ed leave, it is possible that Pastor Arthur would leave. TLC would call a new Senior Pastor, who would likely want to build their own team. Other staff changes may occur as well.

## 15. Why are we paying to build up a ministry that has no benefit to the future of TLC?

We have already seen benefits to TLC because of the Addiction and Recovery ministry. Some of the benefits are tangible such as:

- We received \$10,000.00 from the Addiction and Recovery Conference in 2018 and helped to balance the 2018 budget.
- We expect to receive \$25,000.00 in 2019 from the Conference and this money will be used to help balance our 2019 budget.
- We have become more visible in the community of faith as a congregation supporting Addiction and Recovery concerns.

We know what is going on within our own family, but we don't always know what is happening in other families we see in church. We are benefitting members of our congregation and people coming to our congregation because of Addiction and Recovery concerns in ways that we do not see but our Pastors see. Addiction touches families in many ways:

- Our own addiction
- Husband or wife
- A child or children
- An extended family member such as grandmother, brother, uncle, aunt, cousin
- A close friend
- The neighbor down the street

The addiction can be so many different things. Just to name a few:

- Excess alcohol use
- Street drugs
- Prescribed medication
- Sex
- Pornography
- Gambling
- Video gaming
- Internet
- Eating – Too much or not enough

TLC benefits whenever we are helping to do God's work by serving, helping, and supporting others as we would want to be served, helped, and supported in our time of need.

16. It is stated that the proposed change is not considered permanent, to be evaluated in a year. This is a significant high risk for the Congregation. Is the Congregation going to be advised of the "Plan Two" and short- and long-term risks involving organizational problems and financial impact on the future of TLC?

The PLT has provided an expanded explanation on the Co-Pastor Proposal and Responsibilities in the beginning of this document. They are looking at a time table of three years.

17. What is Pastor Ed doing in the meanwhile while we're working through this process?

Pastor Ed is continuing to both serve TLC full-time and develop the Addiction and Faith ministry.

18. Which job description is he [Pastor Ed] working on?

The Pastors are still working with their current job descriptions, but these will need to be revised to reflect the proposed restructuring.

19. Who is on the PLT and Council?

<b>Pastoral Leadership Team</b>	<b>TLC Council</b>
<ul style="list-style-type: none"><li>• John Lindell, (chairman)</li><li>• Beth Mercer</li><li>• Pastor Ed Treat</li><li>• Pastor Arthur Murray</li><li>• Tom Spear</li><li>• Jeanine Brown</li><li>• Dave Burton</li></ul>	<ul style="list-style-type: none"><li>• Evan Collins, President</li><li>• Jerry Olson, Treasurer</li><li>• Carol Hill, Secretary</li><li>• Allison Lindman</li><li>• Gretchen Schroeder</li><li>• Laurel Riippa</li><li>• Patti Weichselbaum</li><li>• Sandy Stooke</li><li>• Zac Schnedler</li></ul>

20. Where is the accountability?

Under this proposal, each co-pastor is accountable to the TLC Church Council. The FRLC Board of Directors is responsible for all matters relating to Addiction and Faith Ministry and A&F Conference.

## **2.2. Fellowship of Recovering Lutheran Clergy (FRLC) Questions**

1. Pastor Ed has been involved with the FRLC for a long time. How has this helped our congregation to date?

Pastor Ed has been associated with the FRLC for over 20 years. It has been a big part of who he is and nourishes his passion for addiction ministry. Several members have joined our congregation because of his work in addiction ministry.

2. How will the FRLC add to the parishioners at TLC?

The FRLC is an independent volunteer organization outside TLC. By the presence of our pastor participating in the FRLC, it signals to others that TLC is a place where people with addictions and those who love them are welcome and can find a spiritual home. Others might feel drawn to join our church or to suggest TLC to friends and family they know who are looking for such a home.

The following quote was taken from a letter thanking TLC for its support of FRLC. It seems evident that what is learned through this Conference will help address addiction challenges in the



future for our own communities whether inside or outside TLC. Knowledge transfers. We learn, we apply our learnings, and that has impact.

*“Over 200 participants, clergy and lay, professionals and folks from the recovery community, came together from across the country to seek ways to address the challenges of addiction, and its impact on our congregations and communities.”*

3. Who attended the FRLC conference?

230 people from 22 states plus Canada. Half were clergy. Half were from Minnesota. Others included lay leaders and addiction treatment professionals. All were interested in strengthening their ability to address the current addiction crisis from a faith perspective. There were 12 attendees from TLC.

4. What if the FRLC does not have the money to reimburse us?

One of the accountability structures going forward needs to be financial. This will be a good measuring point on whether the proposal is working. If Pastor Ed's time is not being reimbursed, then the whole proposal needs to be revisited.

5. How do we guarantee the \$25,000, 25% financial gift from the FRLC?

It is an estimate just like all other pieces of the budget. Our whole budget is a faith-based document. There are no guarantees. However, as part of the oversight process that will be put in place to monitor the progress of the co-pastor proposal, a MOU with the FRLC/A&F Conference will be created that outlines some of the deal breakers to this arrangement.

6. Is there a written contract between FRLC for the Conference and TLC for 25%?

Not yet. The proposal is the beginning of a conversation that remains to be formalized. A MOU with the FRLC will be part of the process. There are several risk areas with the proposal and one approach might be: how do we approach risk mitigation as a part of the experimental period. If at the end of the one-year evaluation period, there is no reimbursement or not enough reimbursement, then the evaluation and recommendations will be taken into consideration in the decision making for the next year.

7. Who is paying the \$25K to TLC?

The FRLC is the 501c3 umbrella for A&F Conference until the A&F Conference forms its own 501c3. FRLC gave TLC \$10K in 2018 in thanks for Pastor Ed's time. The funds would come from the FRLC.

8. How much will it cost TLC in time and money and talent to produce A&F Conference?

TLC is not producing the Conference. That is done by the FRLC and the A&F Conference organizers. To the degree that TLC contributes funds, it is through the approval of the Council within the existing budget. (An example is that for the 2018 Conference the Council approved the cost of scholarships for 5 people to attend the

Conference.) The cost in time will be a part of Pastor Ed's time for which TLC will be reimbursed. There are TLC members who volunteered their time toward the 2018 Conference and will likely do so in the future.

9. How much money has been spent already?

There have been no TLC funds spent toward the 2019 A&F Conference at this time.

10. How many new members did TLC realize following the FRLC conference?

Our new member classes have remained steady over the last few years.

- 2018 - 35
- 2017 - 28
- 2016 - 33
- 2015 - 37

We are learning that some of our new members are finding TLC because of our commitment to Recovery Ministries. We are also finding that many of our new members value that we are a church that is focused outward and seeking to make a positive difference in our surrounding community.

11. What are the ethical questions where Pastors Ed and Arthur are on the board of FRLC and now we have two organizations competing for their time? Pastor Ed is now working for two organizations.

Many employees of organizations serve on boards not associated with their own organization. This is also true with Pastors.

It is, however, important that when an organization or ministry is brand new, as is the case with the A&F Conference, it takes time for proper structures of accountability to be established. To implement those too soon would have the same effect as over-regulation in any industry - it would discourage creativity and inhibit growth. That said, it is essential that we establish good oversight and best practices procedure in order to ensure the long-term health of FRLC, A&F, TLC and all our significant ministries (ELC and CCL-Liberia as well).

12. Does Pastor Ed have a budget by month and is this being monitored and/or controlled for expenses for FRLC?

Expenses related to FRLC and the A&F Conference are covered by those entities and are entirely outside TLC. The FRLC currently houses A&F. The FRLC has its own board. A&F has its own steering committee (no board yet) to which regular financial reports are made.

13. Who is paying for these expenses?

The A&F Conference is self-funding. All expenses are covered through registrations, grants, corporate sponsorship, and other donations.

14. If Pastor Ed takes a trip for \$2,000 – who is paying for this expense?

That depends what the trip is for. If it is a personal trip, it is covered by Pastor Ed, if it is for the A&F Conference it is covered by the A&F Conference, and if it is for TLC it is covered by TLC. Note: All TLC expenses undergo extensive review both weekly and annually by the Financial Review Team. See Annual Meeting minutes and report for details.

15. No one has given Pastor Ed approval to do this work/who is afraid to tell Pastor Ed no?

Pastor Ed updated the Council on his work on the A&F Conference as it progressed. Pastor Ed was called to TLC with the knowledge that he is also Director of the FRLC. Because his involvement in the FRLC was on his own time, there was no need to give approval to him to work on the A&F Conference. The current proposal addresses the increased impact on Pastor Ed's time at TLC.

16. Does the finance committee work with Pastor Ed to set up his budget?

The FRLC and A&F Conference are their own entities with their own budgets and finances separate from TLC. None of their finances are passed through TLC. Therefore, TLC has no authority over their budgets.

### **2.3. Time Spent on FRLC Activities Questions**

1. Does the proposal identify what happens if time spent is more than 25% of Pastor Ed's time?

The answer is outlined in the longer version of the PLT proposal above.

2. Was there any accounting of the time that Pastor Ed spent on the FRLC this last year? How many hours were spent on it and what other TLC resources were used?

Pastor Ed's commitment to the FRLC is 12 hours a month. Regarding the A&F Conference, Pastor Ed presented his monthly duties for TLC and A&F Conference at each Council meeting. In October, the executive committee presented a complete accounting of Pastor Ed's time in response to a series of questions that were submitted by members of the congregation. The Church Council reviewed the answers prior to the executive committee presentation and was satisfied with the accounting.

3. The time leading up to the Conference conflicts with the busy time of our church year in September and the preparation of our church programming such as Rally Sunday, start of Sunday School, start of Confirmation, start of choirs, etc. How can Pastor Ed ensure that TLC's programming is not negatively affected?

TLC members and staff are currently doing the detailed organizing of these activities and will continue to do so. Future planning and scheduling of all TLC activities and the Conference are taken into consideration. There are numerous volunteers that play an essential role in helping with the organizing of the A&F Conference. It takes excellent teamwork from all sides (TLC members and A&F volunteers). Much of the intensive work of putting together the Conference takes place at other times of the year. By the time the event takes place, Pastor Ed's heavy lifting is done to some extent and the extensive Conference Team takes over. Also, the nature of such extensive advance planning allows for Pastor Ed to plan and focus much of his energy on the Conference during times when TLC is less demanding of his time.

4. The success of any relationship is dependent on being fully committed, transparent and trustworthy. This past year, our senior pastor gave substantial time and energy to an FRLC Conference without our congregation's prior approval or permission. With this breach of trust, how does your proposal address what has gone on during this past year or work to mend any issues of mistrust from this past year?

Pastor Ed has produced an FRLC retreat every year that he has served at TLC. This past year, the retreat evolved into a conference, the scope and success of which was unknown at the outset.

Part of the job of pastors is to be exploring new ministry, outreach, healing and service opportunities constantly. Some ideas take root, while many ideas do not. The same is true, we hope, of TLC members.

At the February 2018 meeting the Church Council voted to have TLC become a sponsor for the A&F Conference. In May, five scholarships were approved for the conference. Pastor Ed reported on his involvement in the Conference at monthly Council meetings with no objections from the Council.

5. How much time will be spent on the upcoming conference?

The proposal states 25% of Pastor Ed's time. Pastor's time tends to be free flowing. This is a good faith effort to estimate hours and to regularly apprise the Council.

6. Who records or holds out time accountable to TLC for working of the FRLC Conference?

The Council is aware of Pastor Ed's job description and will work with Pastor Ed and Pastor Arthur in making sure that the needs of TLC are being met and that job descriptions are fulfilled.

7. Who is tending to our flock while working is being done on the FRLC Conference?

Pastors, staff, lay leaders, but first and foremost God, are working in and through TLC members who care for and support one another. This is the work of all of us together as a community.

8. How quickly would an adjustment go into effect? Who makes the decision?

See the proposal above.

9. How will it be determined if Pastor Arthur needs help – adding a 3rd pastor? What is this process? How long is this going to take?

See proposal above.

10. Does the co-pastor proposal indicate the time when each pastor is doing the work of the TLC church (church-related activities)?

Yes. In terms of overall expectations of time and effort, the proposal indicates this. In terms of the specific planning of daily or weekly activities, no, it does not.

11. How much time has been spent by Pastor Ed on FRLC in January and February?

Pastor Ed shows the Council each month that he has been fulfilling his pastoral duties at TLC.

12. Is there a formal contract or Agreement with the National FRLC Organization related to Pastor Ed's dedication of 25% of his time to the Addiction Recovery Ministry?

Not at this time but is something that the TLC Council will check into during this year.

13. Does Pastor Ed or the Council have the authority to negotiate and agree to the terms of the agreement?

Currently the FRLC Board of Directors oversees Pastor Ed's work on the A&F Conference. The Council will oversee the terms and implementation of the co-pastor proposal as it relates to TLC. If A&F Ministry continues to grow, then a board will be formed, and a formal contract can be considered.

14. Should it be submitted to the Congregation for final budgetary approval?

The proposal calls for a vote at the Annual Meeting, 2020.

15. Who allows such a contract to go forward between TLC and FRLC (A&F)? Who agrees with the contract content? Who OK's the contract? Who approves the contract for TLC? (I combined questions because of how it was answered.)

There is no formal contract between TLC and FRLC at this time. A memo of understanding will be developed during 2019.

16. How long has Pastor Ed been involved with the FRLC?

Pastor Ed Treat joined the FRLC in 1991 at its' inception and has been the Executive Director of the FRLC since 2000.

17. How did A&F Conference even start?

Pastor Ed and FRLC: Since Pastor Ed's call to TLC, he has continued his commitment to ministering to people in recovery. He has been the Executive Director of a group called the "Fellowship of Recovering Lutheran Clergy" (FRLC) for over 20 years. FRLC is an independent volunteer organization that is known and respected throughout the ELCA and is looked upon by bishops as a primary resource for pastors who are struggling with addiction of any kind. FRLC has a weekly call-in 12 Step meeting joined by pastors from all over the country. The FRLC has also historically hosted a week-long spring retreat each year.

After leading this group for 20 years, Pastor Ed shared with FRLC leadership (Board of Directors) two years ago that he believed that there are many more Lutherans than just clergy who could benefit from this fellowship and support in recovery. With the approval of that board, the FRLC retreat of 2017 had a specific focus, to explore in consultation with experts in the field, the viability of a 2018 retreat that would be open to all who have an interest (in place of the annual retreat that had been limited to clergy).

This exploratory retreat resulted in FRLC leadership giving their blessing to a 2018 retreat that would be broader in scope. This 2018 retreat became known as the A&F Conference and took place at the Hilton Doubletree in Bloomington September 28-30, 2018.

## **2.4. Pastoral Leadership Team Questions**

1. In the recent survey, the tool identified several significant internal issues related to our leadership. There was a page titled 'Critical Success Factors for Improving Satisfaction' that identified urgent issues needing immediate attention: Clergy brings out the best, Clergy listens for feelings, Clergy makes things happen, Clergy preaching relevant, Clergy articulates vision, Leaders seek input, Clergy preaches with integrity. How are these things being addressed and how were they considered on the PLT as they discussed their plan to move forward with their proposal?

The PLT believes that the proposal articulates the best possible way forward in addressing and advancing these issues. The proposal allows each pastor to engage in areas of their strengths. By encouraging that the Pastors are in the best position to serve the congregation.

2. Did the PLT come up with any other proposals? What could be another proposal?

The PLT did not start with preconceived ideas of any model. The process developed by examining the needs of TLC, the internal and external circumstances that were happening beyond anyone's control, and the passions of the Pastors. Given that the charter of the PLT is to work out the optimal model possible with existing Pastors, the current co-pastor proposal is the outcome of that process.

3. Which pastor would oversee church/daily finances?

We now have a finance committee as part of the Strategic Plan, and it is chaired by Pastor Arthur.

4. The PLT is not a part of the Strategic Plan. Why not?

The Strategic Plan and trifold were developed and published, respectively, prior to the start of the PLT. When the PLT was started, the team members thought that the team should be part of the Strategic Plan. The PLT Team was identified along with its leader and members in the 2018 Annual Report, Addendum, a part of the Strategic Plan.

During the Strategic Team 2019 annual review and update of the Strategic Plan and trifold, happening now, the PLT will be added into the Strategic Plan trifold along with any other changes deemed appropriate.

5. Discussion of pastoral roles and responsibilities dovetailing with Strategic Planning in the coming weeks—who should be involved?”

The proposal lays out who is taking what responsibilities. Further the PLT and Council determined that the change in pastor roles and responsibilities does not change the Strategic Plan, the Strategic Team, or the Subteam content and operations.

6. How is giving Pastor Ed one-half time going to increase attendance?

A pastor may have some influence on attendance, but so does the music program, the youth programs, the friendliness of the congregation, the focus of Strategic Plan Teams, and the welcoming attitudes toward other groups within our community.

The Membership Team is focused on increased attendance and on increased contact with members of the TLC community in new and creative ways. They are currently working on several new initiatives to increase the connection between new and prospective TLC members. In addition, the Diversity Team, is focused on welcoming a “diverse and changing community” into the church. The Diversity Team is partnering with the Membership Team to increase the connection with new faces at TLC.

Increases in attendance are the responsibility of the entire congregation. All members play a role.

7. How many TLC ministries will be “short changed” when Pastor Ed spends 25 – 50% of his time on addiction awareness and recovery outside of TLC?

TLC ministries and programs are populated and supported by many members of the TLC congregation and other staff. Teams, defined by the Strategic Plan, are dedicated to programs and ministries. The TLC website identifies the music program as a ministry and adult education as a ministry. These are just a few ministries that are populated by dedicated leaders and members passionate about their areas of ministry. The ministers are at TLC as faith leaders, not to organize and drive and be part of every team. The beauty of the proposal is that the responsibilities of the Pastors are divided based on talent and interest, not hierarchy.

8. If Pastor Ed abdicates his call as senior Pastor to accept a part time pastor role, wouldn't we need to “de-call” the senior pastor and “re-call both Pastors as co-Pastors? Wouldn't the pastor who is full time (Arthur) be considered the “Lead” because he is always present?

The current co-pastor proposal is just that – a working proposal to be tried over a time period. Given that it is not a permanent change at this time, the re-calling of Pastors is not currently required by TLC’s constitution or the Synod. Should it become permanent, this might be done in the future.

There is not a “lead” pastor under the proposal. The responsibilities of each pastor are outlined in the proposal. Pastor Arthur would be a larger factor only because of his 100% role and Pastor Ed’s 75% or less role with direct TLC involvement. Still, sets of responsibilities will be allocated to each pastor and they will assume more leadership for those sets of responsibilities.

9. What problems would be created if both of our Pastors left?

TLC would have to go through the process of rebuilding with new pastor(s). Replacing Pastors typically comes with declines in membership and attendance. It will also take time until the new leadership is established, that is after the new leadership has been hired and is “in office.” The whole process could take multiple years.

10. The results of the recent Survey should be the focus of Mission of TLC Leadership. Those are noted as the first two points. Obviously, the Opioid Crisis was not included in the Survey. Is it a major concern of the Congregation which warrants the major change in the mission of TLC?

There has been no change in the mission of TLC. The Co-Pastor Proposal is not intended to respond to the survey results.

11. It is recognized that Pastor Ed has the passion for pursuing the Addiction and Recovery Ministry. This was not called out prior to selection. That’s history. Should the Congregation of TLC be forced, without vote, to accept this very significant change of our Mission to support his dedication to that cause?

According to the call committee, addiction and recovery was considered in the call. The mission of TLC is not changing. A congregational vote is proposed for January 2020, following evaluation of the pilot phase of the proposal.

12. The statement in the proposal “calling of another co-pastor (female preferred)” is appalling. How can such discrimination be stated in a proposal and distributed to the congregation?

The language of female preferred has been removed from the proposal.

13. How does planning an annual Conference and a mini Conference support TLC’s 3 priorities? 1) Attract children/youth, 2) Outreach to new people, 3) Provide Christian education for all ages (more detail?)

The Co-Pastor Proposal is not intended to address these concerns.

That said, to attract children and youth TLC must attract families, i.e. adults. The A&F Conference is all about outreach to new people. Having a church with specific talents and resources to support the mission (content) of the A&F Conference will fill a gap for those



wanting more education and support during their day to day lives. It is important to remember that a large segment of the population and our membership is affected in some way by addiction (opioid, alcohol, food, gambling, etc.).

14. How many TLC members are in recovery?

Even if TLC staff or Council had that answer, it would be an invasion of privacy to publish this information. The number of people on the Addiction Awareness Team can be counted, but there may be others who do not advertise that they have an addiction issue and/or are in recovery. However, you can easily find the percent of people thought to have addictions and the percent of those believed to be in recovery using Google as your search tool. The statistics for alcohol, drugs, eating, gambling, cigarettes, pornography, etc. are staggering and certainly affect our members.

15. Is the Opioid crisis a current issue at TLC?

Yes. The opioid crisis has impacted and will continue to impact the TLC congregation.

16. Why was the PLT formed?

See the proposal above.

17. Can we re-visit the responsibilities of the ministers written in the proposal?

Yes. The co-pastor proposal is a working plan that would be under on-going review during the coming year. Details will be changed as circumstances require.

18. How do we justify the organizational restructuring? The percentage of resources in the Strategic Plan is much less than the 25% emphasis of the Proposal?

See the proposal above.

19. What is the history of the proposal?

See the proposal above.

20. How do we justify the proposal in the organizational structure based on the Strategic Plan and Survey results?

The co-pastor proposal is only one element within the Strategic Plan. By itself it cannot encompass the breadth of the Strategic Plan. The proposal is the best available way forward to allow staff and lay leadership to accomplish progress toward fulfilling the Strategic Plan and needs identified in the survey.

The proposal supports execution of the Strategic Plan. Survey results will certainly be informational inputs to the process and a new organizational structure.

21. Have they gone ahead as if proposal is already okayed?

The Pastors are doing the very best they can to manage with current realities.

22. How many guest Pastors do we have because of conference?

None. The guest preacher during the 2018 A&F Conference weekend was an already scheduled guest from Lutheran Social Services because it was Mission of the Month.

## **2.5. Addiction Awareness Team Questions**

1. At the annual meeting Gail Kleven shared her feelings about the changes in the Addiction Awareness Team since Pastor Ed came to TLC. How does the rest of the Addiction Awareness Team feel?

The Addiction Awareness Team agrees that there has been a decrease in the initial requests for help or intervention from the team since Pastor Ed came to TLC. This is largely because most members dealing with addiction (or their family members) seek counsel from Pastor Ed directly, given his experience with addiction and recovery, and he addresses their immediate needs. However, several members and their families have been referred by Pastors Ed and Arthur to the Addiction Awareness Team for ongoing support and resources as they navigate the long and difficult path to recovery from addiction. The Addiction Awareness Team continues to help members to find AA, Al-anon, and other support groups to attend, help them to find a sponsor, provide them with books and written resources, and attend meetings with them or family members, if desired.

2. What will Addiction Awareness Ministry look like within TLC?

The Addiction Awareness Team will remain the same if the co-pastor proposal is approved. The Addiction Awareness Team will continue to provide support and resources to members struggling with addiction and to their family members seeking support, as we have provided for the past 15+ years.

3. Does the proposal replace the current Addiction Awareness model of TLC?

The co-pastor proposal would not replace the current Addiction Awareness model at TLC. The Addiction Awareness Team is a long-standing ministry of TLC that was first formed under Pastor Vern Christopherson's pastoral leadership. While the name has changed over the years from Faith Partners to Addiction Awareness, to provide clarity for the ministry we offer, we continue to offer the same support, resources, and hope to church members suffering from addiction and to their family members seeking support. In contrast, the Addiction & Faith Conference is a ministry of FRLC, and is not a ministry of TLC, but rather a possible ministry partner (like the Center for Changing Lives – Liberia).

## **2.6. Congregation Survey Questions**

1. How does the proposal answer the responses of the survey?

This proposal was being drafted before the survey was considered. There is no tangential/time relationship between the two. The proposal allows the pastors to provide the spiritual leadership to their best abilities. The membership of the church shares responsibility with the staff in fulfilling the mission and ministry of TLC.

2. Were the survey results shared with the congregation?

Yes, the results were shared on January 21, 2019.

3. Did the survey support the work of the FRLC?

The survey was a stock survey and didn't specifically address the FRLC or any other ministry partner. The survey did, however, indicate that TLC has a lot of work to do to improve energy and satisfaction. The Council believes that the work of the FRLC and the A&F Conference can increase the energy of TLC as well as the satisfaction of its congregation.

4. Survey results: low energy, low satisfaction. Why would we, as a church, want to continue in this downward spiral under the leadership of Pastor Ed? Senior or Co?

The Synod consultants have stated that the Church is currently in the recovery quadrant for low energy and low satisfaction. The consultants also have stated that the way to change this is not to make a sudden leadership change, but to make a broader cultural shift in the way things are done within the structures of the church. The Co-Pastor model is a definitive way to begin the process of changing the culture at TLC.

5. When can I see the completed survey including the comments?

The consultants do not release the detailed data from the survey including comments. The survey consultants evaluated and provided interpretations of the results.

6. It is requested that the results of the C.A.T. Survey, conducted by Representatives of the Synod, be made available for review by the Congregation.

The results were presented to the congregation on January 21, 2019. Further discussions about the results and what they mean for the congregation are ongoing and a major focus of staff and the strategic planning teams.

7. For the record, in view of the magnitude of the proposed changes, has the Council reviewed the proposal with those Representatives for their opinions/recommendations? If so, what was their input?

The Synod representatives and our consultants have reviewed the proposal. Their input was that the proposal is a positive step towards fulfilling the mission and ministry of the church.

8. If not, why didn't we seek help of these professionals for assistance?

N/A, since answer is Yes.

## 9. Will we get results of the survey?

The consultants provided an interpretation on the results and have suggested 7 steps for the church:

1. TLC should continue to focus on its mission and new ministry plan for the future.
2. TLC staff will need to increase their outreach to new people, unite around the common mission and learn how to lead in the midst of tension.
3. Leadership will need to communicate, communicate, and communicate with members. Clarity of purpose and intention is crucial.
4. Opportunities through town hall mtgs. and open staff sessions will increase ownership.
5. The Church Council may need training in “transition” and “Congregations as Systems.”
6. Pastor Treat and Pastor Murray are called to model effective leadership focusing on the Gospel call to reach the broken with a focus on children and families. They will also need to be pro-active, surround themselves with needed support and provide assurance that God is at work today.
7. A Pastoral change at this time may create a win/lose scenario. Current challenges, though difficult, may be an opportunity for the culture of the congregation to change.

## 2.7. Pastor Salary Questions

1. Why don't we re-negotiate salaries to reflect time here, 75% vs. 100%?

This is a possibility for future consideration. The Church Council will monitor how much time this ministry will require during the pilot phase, and if the ministry continues to be successful.

2. How will Pastor Arthur's compensation be adjusted for his changing role?

This will be addressed as we go forward. Pastor's salaries are mainly determined by years of experience. Pastor Ed and Pastor Arthur are both currently compensated within the guidelines recommended by the Synod for their respective years of service. Pastor Arthur has had no salary adjustments in his three years of service and Pastor Ed has had one cost of living raise in his eight years at TLC- as is the case with the entire TLC staff.

3. What is the distribution of the salary to each pastor?

Pastor Ed and Pastor Arthur are both currently compensated within the guidelines recommended by the Synod for their respective years of service

4. Does the 25% FRLC plan to pay TLC reflect the total of Pastor Ed's salary and benefits?

FRLC will not pay 25% but rather \$25,000. This number is more than 25% of the Pastor Ed's salary plus a portion of his benefits.

5. How is this proposal addressing the points that were addressed in the survey?

The proposal allows each pastor to work to their strengths and passions. This in turn lets them provide their best spiritual leadership to the TLC community.

6. Can we re-negotiate pastor salaries?

Yes, see above.

7. Can we look at finances and re-negotiate based on adding another pastor?

That is part of the proposed plan. Finances are always under review.

8. What is the accountability for tracking Pastor Ed's time if he goes beyond 25%?

Monitoring will be done by the Council.

Under the proposal, should conditions develop that require Pastor Ed to scale back his duties to TLC, the next phase of the process and the search for an additional pastor would begin.

9. How quickly would an adjustment go into effect?

As quickly as appropriate given the situation existing at the time.

10. Who makes the decision?

For salary and benefits, the Church Council, following recommendations from the Financial Teams.

11. How many weeks of vacation does Pastor Ed get?

Pastor Ed is allowed five weeks of vacation per year.

12. Will this change under the co-pastor plan?

No. Vacation days are determined by synod guidelines and terms of call.

13. Does Pastor Ed pay for his portion of the group trips he leads?

Yes. There are no expenses incurred to the congregation.

14. Does he use his vacation?

No. It is not common practice to require ministry leaders to use vacation time when doing ministry.

15. What is Pastor Ed's total compensation package including benefits?

It is TLC policy that we do not publish salary details for any of our staff. Pastor Ed's salary and benefits are within the salary guidelines recommended by the synod.

16. Is TLC going into a black hole with this mission?

No. There are no financial commitments being made under the proposal that have not been considered and approved in the 2019 church budget. There will be regular oversight of the process to keep it on track.

17. What is the average salary of ELCA Pastors? – If we can't afford, we need to look at a cheaper minister/pay less then get 100% of their time/bring in someone else.

The ELCA has pastoral salary guidelines posted - they also provide summaries of church finances but do not break out salaries.

18. How this co-pastor [proposal] organically related to growth at TLC?

TLC has a reputation for serving people who struggle with addiction and/or are in recovery. This reputation does attract new members to TLC already.

## **2.8. Synod Questions**

1. If 75% of Pastors want the FRLC, why does the Synod not take it over?

This is a question for the Synod.

2. Can the ELCA take on the role of leading the FRLC?

This would be entirely a matter between the FRLC and the Synod.

3. Why can't the Synod find another person to do FRLC or the conference?

FRLC and the A&F Conference are entities independent of the Synod created and run by their volunteers.

4. Can a member of the ELCA or Synod come to talk to us?

The Synod has been working with the Council and PLT. A congregational meeting with a Synod representative can be arranged.

5. Why can't the Synod step in and help?

The Synod has been supportive of this new ministry and provided a grant to the A&F Conference of \$10,000 last year.

## 2.9. Leadership Questions

1. Questions were brought up over a year ago concerning pastor time management. How have those questions been addressed?

Those questions were answered by the executive committee in November 2018.

2. Can we ask Pastor Ed to resign? He's hurting our church, not helping

The constitution identifies the process for the congregation to remove a pastor.

3. What is the real issue? Is it a co-pastor plan? Or is it that a group within the church wants a change in leadership, meaning the person in the role?

There is a great diversity of opinion within the congregation of what the "real issue" is.

4. What else might we do? - We need a strong central leader to implement the Strategic Plan that was created for our congregation

TLC currently has a multitude of teams that are implementing the Strategic Plan. With the support of Pastors and staff, each of the teams has a vision statement and a charter and are meeting regularly. This work is already bearing fruit with new small groups, church events and outreach. The success of all these efforts will be dependent on the time and talents of individual members of the congregation as well as the Pastors and staff. As outlined in the Co-Pastor Proposal, Pastor Arthur has primary responsibility for the Strategic Plan.

5. Is Pastor Ed's vision to convert TLC into an addiction awareness recovery ministry location like the hundreds located in the metro area? A church has many ministries to work on. This emphasis on one is distorted.

The vision is not to convert TLC into a Recovery Church. The A&F Conference is a separate ministry which Pastor Ed is leading, and TLC is being invited to consider supporting. It is primarily about giving pastors and other leaders tools to understand and respond to the nation-wide addiction crisis.

The Addiction Awareness Team at TLC is responsible for internal ministries at TLC related to addiction. This team is currently chaired by Beth Rahn and Zac Schnedler. Both Pastors relate to this team, but do not chair it. This team (originally called Faith Partners) has been active at TLC long before the current Pastors came to TLC.

6. Why would we as a church want to continue in a downward spiral under the leadership of Pastor Ed? Senior pastor or co-pastor.

TLC is experiencing challenges like most ELCA churches in America right now. Between 2011 and 2016 Twin Cities ELCA congregations lost an average of 15% of their weekly worshippers. If you look at the congregation trend reports for Bloomington at the ELCA website, you can compare TLC to other congregations.

Congregational reports can be found at <https://www.elca.org/tools/FindACongregation>

7. Who's in charge at TLC?

The Council, Pastors and staff work together with lay leadership.

8. It is apparent that the Council will monitor this effort and approve any future changes and budget. Should the Congregation have a voice in any major changes?

The Church Council welcomes feedback from the congregation. The church constitution outlines when a congregational vote is required.

## **2.10. Youth and Family Ministry Questions**

1. How do we address the 70% drop in youth over last year?

Though there has been a 70% drop in the confirmation program over the last five years, many factors have gone into this decline. According to the website churchscouts.org, the Twin Cities are experiencing widespread decreases in Christian backgrounds, citing that only 25% of GenX (38-52) and 20% of Millennials (17-37) identify as Protestant or Catholic. With the decline of those identifying as Christian, there is a vast increase in the number of people who identify as having no spiritual affiliation (Millennials: 35%). As stated in our recent Congregational Assessment, our number one priority is bringing in more families.

The Membership Team, as well as other Strategic Planning Teams are working very hard. Specifically, the Membership Team, led by Bob Hettlinger, who has begun doing great work with new tools (MissionInsite) and working with members of our congregation to learn about new areas of our community, where young families who identify as Christian are moving in. The Membership Team is creating a pamphlet for members of the committee to hand out to these families. The second part of this Co-Pastor model has stated the intention to bring in another pastor with a focus on Youth and Family Ministry. We are in the second year of our TLC Strategic Plan "The Journey Continues."

2. Are the kids having any fun in the Youth Programming?

The intent of the programming is to encourage the youth to form strong relationships with one another while teaching the kids the Gospel at the same time. This programming consists of events like the lock-in, boundary waters trips, national youth convention, Sunday School, Peer Ministry, Vacation Bible School and several other programs. From the experience of the Council, the youth are not only having fun but are gaining a deeper understanding of what it means to be a Lutheran in an ever-changing world. Parents who have volunteered to work at these events have shared their positive experience with the church leadership. They observed the kids having fun at these events. When asked about the events and how they enjoyed it, the youth have responded overwhelmingly that they enjoyed themselves and would like to continue doing these things in the future.

3. How does the proposal address Youth and Family ministry?



The longer-range proposal discusses calling for a third Pastor with a focus on Youth and Family Ministry in the church. This proposal, if approved past the one-year trial period, will eventually give TLC recognition in the broader community as well as the freedom to call a third Pastor to focus on bringing in families to the church.

4. How can being a RIC or Addiction Awareness church bring more people/youth to the church?

If a congregation opens its doors to everyone who is seeking grace and love, then it will help to grow a community that is full of grace and love. Sometimes people hesitate to visit or join an organization because of a fear of a non-welcoming environment. There may be many people in our community experiencing various kinds of challenges that make them feel unwelcome in certain circumstances and there are others who may not attend only because they feel unwelcome because of who they are by nature.

Proclaiming God's love for all people is the central mission of the church. Welcoming everyone into the church is more likely to bring more people of all kinds. Welcoming everyone to church is likely to bring more people than welcoming a selective segment of the population.

5. How does this proposal, with Pastor Ed spending 25% - 50% away from TLC increase membership of youth and families?

The proposal doesn't address this issue.

6. A statement in the proposal – “a vibrant youth and family ministry.” How false! How can that statement even be made?

This is admittedly a very subjective statement. Some would agree, some would disagree, even the kids and families in TLC's programs. Compared to other youth programs in Bloomington, TLC's is vibrant compared to some programs and less so compared to others.

## **2.11. Benevolence Contribution Questions**

1. Why have all outside stewardship been eliminated from the 2019 budget except Liberia and the ELC? We should be contributing to other groups in our community.

This was a very difficult decision made jointly by the Mission and Outreach Team and the Finance Team necessitated by the need for a balanced budget. TLC will continue to promote and encourage individual giving to other outside missions.

2. One concept the Mission Team is exploring is the idea of providing seed money to new initiatives. Instead of giving small amounts to many organizations, might there be some new possibilities emerging where TLC could make a critical difference?

There is \$5,000 in the 2019 budget that is not yet specifically allocated. The idea is that if a promising project is identified where a critical start-up need matches our financial capacity, TLC might provide funds for a defined period to help them get off the ground.

As they grow additional resources, TLC's contributions would scale back or end and the cycle could continue with another project. The overall intent is to encourage connections between people and mission efforts that inspire them.

## **2.12. Other Questions**

1. A church was just opened 5 miles from here. Why did this happen if churches are struggling?

There are many different types of churches. The church that recently opened near us is a mega church which has several different locations. There are aspects of their ministries that attracts some people. TLC is not a mega church and it is difficult to make any meaningful comparisons between the two different church types.

2. Regarding declining membership, has anyone reviewed other churches like Eagle Brook that is growing leaps?

Yes. The Pastors along with the Membership Team evaluate many church models, including Eagle Brook.

3. What is the average stay for a first call? What is the average stay for a pastor?

The average of a first call is about 5 years. The average length for a call is 5-8 years.

4. How do we help the church come together? That is what should be discussed beyond anything else!

The Pastors, Church Council, and PLT are working closely together to make every effort to help this church come together. We need to understand that there are many aspects to the proposal and no one side is completely right or completely wrong. Everyone involved with TLC must listen, be open to God's Spirit, and be willing to compromise to do the very best thing for TLC.

5. The co-pastor system needs an administrative outline of operation (who prescribes this and who does follow-up and reports to what committee).

See the proposal above.

6. With Pastor handling 2 different positions, how does one know each position will be handled fairly?

Both Pastors are accountable to the Church Council in the Co-Pastor Proposal. For Pastor Ed's work on the A&F Ministry, Pastor Ed is accountable to the FRLC Board of Directors.

7. Would be nice to have a clear communication of how our Church is being run.

Improved communications are an identified area of focus in our Strategic Plan. Our Synod consultants also identified this as an area that needs improvement.

8. Most members of TLC realize the importance of our missions of ELC and Liberia and actively or passively support them. Addiction awareness is a new mission to combat the most widely spread and deadly epidemic this country has ever known. How can we educate?

Part of the function of the Addiction Awareness Team is to help educate and inform our congregation.

9. It appears that many people who are dissatisfied are in the music ministry. Does the music ministry need to be restructured?

The recent CAT survey confirmed that the TLC Music Ministry is deeply valued. Whether or not the Music Ministry needs to be restructured is beyond the scope of the proposal and this document.

10. God's Word promises us healing, forgiveness, and life. I thank God for Pastor Ed serving at TLC. Why are some people working to tear this church community apart rather than coming together to heal it, to forgive, to love, like Christ loves us?

Members of TLC came to the listening sessions with a wide variety of opinions on how TLC is working, what changes, if any, need to be made, and where to move in the future. The process of the listening questions and the responses to the questions allows each one of us to with grace, look within, listen to what each side has to say, and look for ways to compromise, let go, and grow TLC now and beyond.

11. Why are average worship numbers so inflated? One would be hard pressed to find 455 at worship on a given Sunday.

The numbers of people at worship are recorded at each worship service and entered into an EXCEL spreadsheet. The numbers are totalled for each week. When the numbers are calculated for the Annual Report, all the weeks are totalled and divided by the number of Sundays in the year, 52 or 53.

12. Are trips and travel, missions of TLC?

Yes, trips that focus on mission or spiritual growth are ministries of TLC.

13. Are they missions of co-pastors?

Yes, trips that focus on mission or spiritual growth will continue to be part of the Pastors' ministry.

14. What % of congregation is reached by e-transmissions?

796 individuals receive weekly emails from TLC. Of those 46-53% on average are opened.

15. With the closing of Lutheran churches, are there excess ministers?

There are over 1000 unfilled vacancies in the ELCA nationwide.

16. Why are you allowing misinformation to be repeated and not corrected? The misinformation is being perpetuated by allowing it to be repeated in question after question.

Our hope is that providing direct answers to all questions will address any misinformation.