



Wellesley Hills Congregational Church Governance Guidelines

**Version 1.0
November 9, 2021**

Now there are varieties of gifts, but the same Spirit; and there are varieties of services, but the same Lord; and there are varieties of activities, but it is the same God who activates all of them in everyone. To each is given the manifestation of the Spirit for the common good.

1 Corinthians 12

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1. INTRODUCTION

Welcome to the Hills Church Governance Guidelines! The Guidelines were prepared by the Strengthening Church Governance Implementation Task Force (SCG-ITF), a group commissioned by the Church Council in April, 2021. The task force consists of the following members:

- Doug Eisenhart (Co-Chair) - Church Council
- Laurie Otten (Co-Chair) – Church Council
- Sarah Pedersen – Moderator
- Rich Sweeting – Clerk
- Becky Williams – Participation & Involvement

Purpose of Document

The Governance Guidelines address the procedures suggested by Church Council for the governance and operations of the Wellesley Hills Congregational Church. As such, it is one of several documents produced by Church Council and other church members relating to the operations and congregational oversight of the church, each complementary with the others and with a slightly different role. These documents include:

- Church Bylaws – The Bylaws form the legal document establishing the church. They define the structure of the governance of the church, the roles along with the duties and responsibilities of the various governing bodies and officers. Any amendments to the Bylaws require congregational approval. The Bylaws may be made available to the members of the church as well as the general public via the website and other means.
- Governance Guidelines – The Governance Guidelines provide background and overall procedural guidance from Church Council about church operations, a “how-to” manual on church governance. It is an internal document designed for use by church members and others serving on Support Boards, Ministry Teams, and other entities charged with operation of the church. The Guidelines not only reflect the letter of the church Bylaws but are meant to amplify and where appropriate extend and clarify operational aspects of church governance. They will typically be made available to individuals upon their joining a board, Ministry Team, or other entity, and may be of use in orientation and training sessions for church members as well. The Guidelines can be updated as needed by Church Council and do not require formal approval by the congregation. As an internal document they are not intended to be posted on the website or made broadly available to the public.
- Time & Talents – The *Time & Talents* brochure describes not only how the church is structured but lays out all the respective entities – Support Boards, Ministry Teams, Special Ministry Teams and others -- and their responsibilities. If the Governance Guidelines are more of a “how-to” manual, *Time & Talents* is meant to serve as the

“what.” It is designed to be used not only by actively serving church members but during the invitation process for those within and outside the church (e.g., prospective new members) to provide an understanding of church operations as well as the various opportunities for members to serve. An online version is intended for publication on the church website.

- **Handbooks** – The Handbooks are specific to the individual Support Boards and are intended to be revised and updated annually by the board chair and/or other board members. Contents may include a list of Support Board members and their contact information and terms, meeting schedule and minutes, delineation of roles and responsibilities of board members, most recent board annual report, budget and other financial statements, delineation of Ministry Teams supported, and any other documents pertinent to that board and deemed important for board operations. Similarly, Handbooks may be created by Ministry Teams by the team Leader and other designated team members. Handbooks may be in printed hard copy form as well as a password-accessible online version. As they are meant for the use of members of a given board or Ministry Team, they are not intended for posting on the church website.

Initials Used in this Document

The following are used in this document and may be seen in various places:

- CSSB = Christian Service Support Board
- FFSB = Faith Formation Support Board
- MT = Ministry Team
- P&I = Participation and Involvement
- SB = Support Board
- SCG-ITF = Strengthening Church Governance - Implementation Task Force
- SCSB = Spiritual Care Support Board
- SMT = Special Ministry Team
- SNEUCC = Southern New England Conference of the United Church of Christ
- SSB = Stewards Support Board

Updates and Versions

It is the intent of Church Council to update the Governance Guidelines as needed in response to evolving practices, changes to the Bylaws, and other changes in church life and operations. Subsequent versions of the document will be numbered, dated, and shared with congregational leaders and members as appropriate. This is the first version of the Governance Guidelines document, published by Church Council November 2021. An updated version of the guidelines published in the same calendar year will bear a sub-numeral (e.g., 1.1) and a new version of the guidelines published in the next calendar year will start with a new numeral (e.g., 2.0).

Feedback and Comments

The Governance Guidelines are meant to be a living document that both guides and reflects the operational procedures of the Hills Church. We welcome feedback, comments, and suggestions for improvement from church members. Comments may be directed to any member of the SCG-ITF or to the Office of the Moderator at moderator@hillschurch.org.

2. GOVERNANCE OVERVIEW AND STRUCTURE

The governance of the Hills Church starts from the same base that any church in the Congregational tradition would: Congregationalists believe that Jesus is the head of the Church, and that whenever two or more are gathered in His name, the Church exists. This also means that no human, no Pope, nor Bishop nor other earthly body stands between Jesus and us.

Congregational and United Church of Christ Tradition

Congregationalists – who, as of 1957, are part of the United Church of Christ (UCC) -- build upon this concept to say that humans, being imperfect, may not always do things correctly, unless they gather and speak openly and plainly, working to hear the voice of God and Jesus to guide their decisions. Therefore, the earthly supreme authority of the church is the congregation itself. However, life has many levels of importance and it is not wise or practical to expect to call the congregation to make every decision. Governance, then, seeks to delegate the congregation's authority to an organization of human collections, each established for a specific purpose and with specific authority. Any authority that is not specified in the Bylaws is retained by the congregation.

Hills Church Background: The Visioning Hallmarks

In 2008, shortly after arriving at the Hills Church as our newly called, settled Senior Minister, the Rev. Matt Fitzgerald led the congregation in a discernment process to discover and define the foundational values of the church. Discerning these core values was an essential first step in reaffirming who we are as a congregation and making these values explicit as the embodiment of the church's mission and to give shape to our Christian practice at the Hills Church.

The membership of the church discerned five Visioning Hallmarks of our ministry:

Hills Church Visioning Hallmarks



Each of these hallmarks reflects a core value of the church:

- Welcome, Invite and Involve Our Neighbors (Invitation)
- Foster Authentic Relationships (Community / Care)
- Invest in Children and Youth (Faith Formation / Education)
- Deepen Our Spiritual Journeys (Spirituality / Worship)
- Care for Others through Outreach (Service)

A New Governance Approach

With the Visioning Hallmarks in place Rev. Fitzgerald moved to address his next concern: that Hills Church members were superb administrators but that somehow too many of us had been called to administer an organization that had become overly regimented and inflexible. At the same time, he observed that too few members were rotating through too many committees and leaving too much ministering work undone.

This was most directly manifested by the number of “slots” that we were unsuccessful in filling as the years went by, and the number of people who did not complete their three- or four-year term of service. Under then-Moderator Bill Spencer the Realignment Task Force was established and learned how contemporary UCC churches were moving to a governance model of less hierarchy and more “opt in” work on ministry. A key to this new model was the Ministry Team, where members and even friends and friends-to-be of members could opt in, combined with the concept of people discerning where they are called, and then being supported in living into that ministry. In this model far less administration or management work is expected to be done as a Ministry Team versus the former committees.

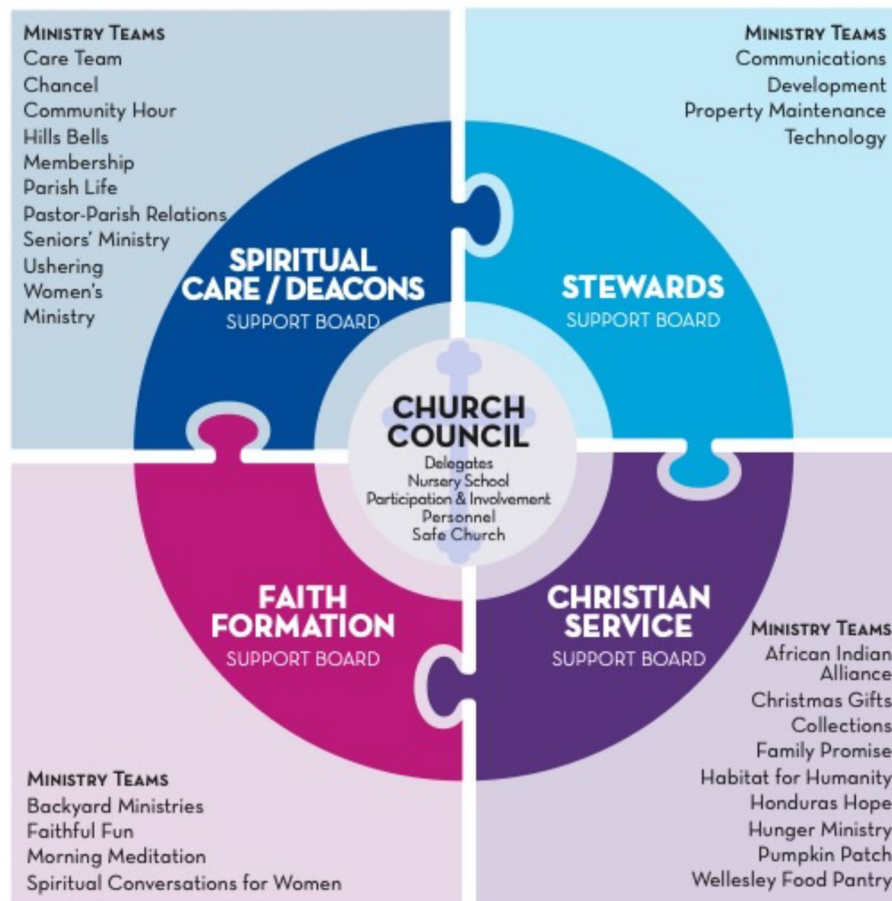
However, organizational needs still exist between the congregation as a whole and the lay ministers working as teams to enact their individually called ministry. The movement in the UCC also included the concept that Ministry Teams, in order to focus on the work of the team, need support and sponsorship. This support and sponsorship takes many forms, most of which are supplied by a Support Board.

A New Governance Structure

Led by the Realignment Task Force, and following a years-long process of research, discussion and discernment involving multiple members of the church, under the guidance of Senior Minister Rev. Matt Wooster the congregation approved, at the Annual Meeting in January, 2016, a new set of Bylaws that defined the new governance structure for the church.

The new structure embodies the elements of the UCC model based on Ministry Teams and Support Boards, all of which reside on the foundation of the Visioning Hallmarks to enact the church’s mission in the world. This new structure is captured in the newly updated and redesigned church organization chart, current as of November 2021, seen here:

HILLS CHURCH GOVERNANCE



As the main governing body of the church, **Church Council** sits at the center of the organization acting, per the Bylaws, “for the congregation between congregational meetings.”

The four **Support Boards** (SB) enact the ministries of the congregation by sitting on boards which are intentionally broad in their make-up and the range of help they can provide to their respective Ministry Teams.

An important piece of the new governance structure is the **Ministry Teams** (MT), whose fluid nature, with no elected participants but only those who volunteer and feel called to the ministry in question, means that they are not individually named in the Bylaws but described

only broadly in terms of responsibilities and requirements. The presence and work of Ministry Teams should be lifted up on a regular and enthusiastic basis as the new governance structure is designed to provide a wide range of opportunities for church members, and others, to serve the church's broader mission.

In some cases special requirements for church operations intervene, requiring the involvement of members who have the knowledge and experience to manage these areas. These areas are deemed too essential to church operations to rely on individuals who might come and go freely, as with other Ministry Teams, or do not have the required skill sets for the area of concern. To address such needs, **Special Ministry Teams** (SMT) have been put in place. An example is Participation & Involvement whose central role in assisting congregational members in discerning their volunteer roles and preparing the annual slate of Officers, Support Board members, and other nominees is seen as essential to the ongoing operations of the church. The selection of Special Ministry Team members, whether elected, appointed, or volunteer, varies from one Special Ministry Team to another.

Relation to Clergy and Church Staff

In the Congregational tradition clergy are individuals who answer a call to the role of teacher, gaining a spiritual and religious education that enables them to teach the Word of the Gospel and support those in need.

The Senior Minister functions as the spiritual leader of the congregation and oversees other clergy, including called Associate Ministers and seminarians, in their duties. The Senior Minister also oversees the non-clergy church staff in counsel and in collaboration with the responsible governing bodies of the church, i.e., the Church Council, on which the Senior Minister sits as an ex officio member.

The Senior Minister and other members of clergy and staff are also helpful in advising members of Church Council on matters related to church governance as needed throughout the year. All members of the clergy also serve roles as liaisons to Support Boards as well as selected Ministry Teams. A full outline of clergy and staff responsibilities can be found in Article VI of the Bylaws.

The definition and procedures for each of these governing entities is further defined in the sections that follow.

3. CHURCH OFFICERS

Relevant Bylaws Sections
Article V – Leadership and Roles
Section 1. Officers
• Section 1.A, Office of the Moderator
• Section 1.B, Treasurer
• Section 1.C, Assistant Treasurer
• Section 1.D, Clerk
• Section 1.E, Assistant Clerk
• Section 1.F, Delegates
Section 2. Election of Officers, Delegates and to Council and Support Boards

The Hills Church elects nine (9) officers annually, each of whom must be a church member, by vote of the assembled congregation meeting with a quorum, as directed by the Bylaws.

Office of the Moderator

The list of officers in the Bylaws begins with the three people who serve in the Office of the Moderator. One person is elected each year to serve a three-year term, passing through the positions of ***Rising Moderator***, ***Moderator***, and ***Former Moderator***. The goal of the three-person office is to build institutional knowledge, provide for mutual support and share the workload. It serves to train the Rising Moderator in the duties of the office, ensure an orderly transition to the role of Moderator, and then provide an experienced advisor to the current Moderator. The Moderator presides over all meetings of the congregation, and either of the two other Moderators can do so at the request of the Moderator. The practice of alternately electing women and men in the Office of the Moderator has been continued from a long-standing tradition although it is not required in the current Bylaws.

Treasurer and Assistant Treasurer

The ***Treasurer*** is elected annually for one year and can be reelected without limit. The Treasurer is responsible for the money and documents flowing through the Church, ensuring that accounting is done well, that sound accounting practices are followed, and that these things are carried out efficiently. The person who is Treasurer is a voting member of Church Council and a non-voting member of the Stewards Support Board.

An elected ***Assistant Treasurer*** is elected annually for one year, can be reelected without limit, and has similar responsibilities as the Treasurer and the role of carrying out the duties of the Treasurer if necessary. The person who is Assistant Treasurer is a non-voting member of the Stewards Support Board.

Clerk and Assistant Clerk

The **Clerk** is elected annually for one year and can be reelected without limit. The Clerk is responsible for creating records of all church meetings, focusing on Congregational Meetings, Annual and Special meetings, and meetings of Church Council, the Spiritual Care Support Board/Deacons, and Stewards Support Board. Minutes of these bodies carry legal demands, as do the preservation of those records, and the Clerk ensures that the records are created and retained. Along with the Moderator the Clerk signs all legal documents. The individual who occupies the office of Clerk is a voting member of Church Council and a non-voting member of the Spiritual Care Support Board/Deacons.

An elected **Assistant Clerk** is also elected annually for one year, can be re-elected, and has similar responsibilities as the Clerk. In practice, the Assistant Clerk is responsible for meetings of the Stewards Support Board.

Delegates

While included in the same section of the Bylaws as officers, the role of **Delegate** is somewhat different. When duly elected and installed as representatives of the church, Delegates are authorized to vote for the church at meetings of the SNECUCC (Southern New England Conference of the United Church of Christ) and other UCC or ecumenical gatherings, seeking guidance from Church Council or the congregation as appropriate. Delegates are nominated by Participation & Involvement and elected on the slate at the Annual Meeting to serve a one-year renewable term. The role of Delegate is one elected position that is not mutually exclusive with any other elected position – that is, a Delegate can also hold a position on a Support Board, Church Council, as an Officer, or any other nominated role. A minimum of two delegates are elected each year.

Eligibility and Term Limits

A word on eligibility and term limits:

- Only active church members may be elected as Officers, Delegates or to serve on Church Council or a Support Board.
- Church members may be elected to only one position as an Officer, a member of Church Council, or a member of a Support Board, except members may serve on a Support Board while serving as an Officer when they do so as part of their role as an Officer. For example, liaisons from Council can join the Support Board and vote if they attend a meeting.
- Members may be re-elected only once in continuous service on Church Council, including as a Moderator, or on a Support Board, regardless of the length of the two terms. This is a historical requirement designed to involve a broad number of individuals serving as fixed-term, elected members.

- Officers and Delegates may succeed themselves in positions with annual election.
- All church members are encouraged to serve on one or more Ministry Teams and are not limited from such service on Ministry Teams by election as an Officer or Delegate or election to Church Council or a Support Board.

4. CHURCH COUNCIL

Relevant Bylaws Sections

Article IV – Organization and Structure

Section 2. Council and Boards

- Section 2.A, Church Council

Section 3. Ministry Teams

- Section 3.C, Special Ministry Teams

Article IX – Meetings

Section 3. The Annual Meeting

Description and Mission

The ***Church Council***, established in the Bylaws, represents the membership of the congregation between congregational meetings. It is the principal governing body of the church, supporting the spiritual life of the congregation and enhancing the spiritual development of each member, through the practice of prudent decision making and planning. The Church Council is responsible for all governing decisions which are beyond the scope of other governing bodies within the church.

With concern for the mission of the church in its entirety, represented in the aforementioned Visioning Hallmarks, Church Council has the authority of the church between congregational meetings, in consultation with the Support Boards and Special Ministry Teams, to:

- Establish and implement the overall policies of the church
- Coordinate the activities and operations of the church and its Support Boards and Ministry Teams
- Engage in long-range planning
- Approve the church budget for presentation to the church membership
- Approve unbudgeted expenses which do not require a congregational vote
- Appoint members of the Support Boards and Special Ministry Teams in the event of a vacancy
- Initiate studies and inquiries and create such Special Ministry Teams and Task Forces as it deems appropriate
- Call meetings of the church, and
- Perform such functions as the church may from time to time assign to it.

Members

Members of the Council are elected by the congregation at the Annual Meeting. The Council is composed of five church Officers: ***Rising Moderator, Moderator, and Former Moderator***, as well as the ***Treasurer*** and ***Clerk***.

In addition, there are four ***At-Large Council members***, each of whom also serves as a liaison to one of the four Support Boards. The liaisons are elected to four-year terms and are elected one each year to these positions in sequence to create overlapping terms. Liaisons establish a relationship with the Support Board to which they are assigned by communicating with the leadership of that board and, if helpful, by attending board meetings. Liaisons act as a conduit of information between the Council and the Support Board, and vice versa. As Council members they partake in all other work of the council, including participating on task forces (more below).

It is expected that Church Council members have a demonstrated knowledge of church life and experience serving on Ministry Teams or Support Boards, preferably in a leadership role. Ideally, but not necessarily, the At-Large members who serve as liaisons will have served on the Support Board to which they will be assigned.

If a church member is interested in serving as a church officer or member of Church Council they should speak with the Participation & Involvement Special Ministry Team about available openings well before the January Annual Meeting. Participation & Involvement makes nominations to Council as needed, with input from clergy and Support Boards.

Per the Bylaws, the Senior Minister serves in an ex-officio capacity on Council. Our practice at the Hills Church has been to invite all clergy to attend Council meetings in a non-voting capacity.

Meetings

Church Council routinely meets as a group up to twelve times a year, with additional monthly or special meetings called as needed. Council leadership (i.e., the Moderator team) coordinates and attends meetings with members of the Clergy, Support Board leadership, and Ministry Team Leaders as dictated by the needs of the church. Council members are encouraged to attend as many church functions as possible during the year to support the diverse activities of the church's Ministry Teams, and indeed, are encouraged to serve on Ministry Teams themselves.

Special Ministry Teams

Church Council also oversees the work of three Special Ministry Teams: Participation & Involvement, Personnel, and Safe Church.

The ***Participation & Involvement*** (P&I) Special Ministry Team nominates candidates for all Officers, Church Council, Support Boards, and Delegates for election at the Annual Meeting. As it works with members of the church to help them discern their gifts and callings to fill these positions within the church, the work of the P&I Special Ministry Team is seen as central to church operations. In this role P&I also plans and oversees the invitation process, which takes place in the fall, leading up to the preparation and submission of the slate of nominees, including any events such as an Opportunities Fair that may be held for the congregation.

The ***Personnel*** Special Ministry Team provides advice to the Senior Minister and others regarding the church's administrative structure, paid staff, and related personnel issues, providing a forum in which issues among staff and/or among staff and clergy can be dealt with constructively and confidentially. It maintains and updates the clergy compensation matrix in accordance with SNEUCC guidelines and ensures regular performance reviews for clergy and staff. The Personnel Special Ministry Team also makes annual budget recommendations to the Stewards Support Board about salary and benefit offerings for the church's staff.

The ***Safe Church*** Special Ministry Team is responsible for ensuring that all church members, staff, volunteers, and outside organizations using the church facility are instructed to follow the practices and guidelines of the Hills Church Safe Church Policy. This includes managing Criminal Offender Record Information (CORI) checks, reviewing incident reports, and communicating all safety policies regarding building access and church school and youth group safety to Support Board and Ministry Team leaders and other interested parties.

Except for Safe Church, which is in the process of being re-formed, information on the staffing of these Special Ministry Teams can be found in the relevant sections of the Bylaws, as noted above.

Nursery School

The ***Wellesley Nursery School in the Hills*** is another organizational entity of the church. The school provides a safe, nurturing and developmentally appropriate learning environment for children 2.9 – 6 years old. It is open to all children whether or not their families attend the Hills Church. Its operations are managed by the Nursery School Director who reports to the Senior Minister of the church. Operations are overseen by the Wellesley Nursery School Advisory Board which is comprised of the school Director, the Senior Minister, a member of the Office of the Moderator (who traditionally chairs the Advisory Board), and other members of the church who are appointed by Church Council. The Advisory Board reports to the Church Council.

Task Forces

Another tool in the organizational toolkit is the church's use of task forces. These focused study groups are defined, created, and executed by a team of individuals dedicated to spending the time, energy and resources necessary to focus on a specific issue identified by Church Council. By definition a task force will go out of existence after it has completed its work, whether it be a set of recommendations or other deliverables that fulfill its stated goals.

A task force chair or co-chairs, often but not always members of Church Council, are appointed by the Office of the Moderator (OOM). The chairs will then, in consultation with the OOM, invite or solicit members from within the congregation, typically focusing on people with knowledge or experience related to the concern in question. Depending on the nature of such concerns a representative from the clergy may be involved as well. In consultation with the OOM the task force establishes its own work plan, timeline, and meeting schedule and reports back to Church Council periodically as needed.

Recent examples of task forces include the Reopening Task Force (2020-21), the Strategic Visioning Task Force (2019-20), the Strengthening Church Governance Task Force (2020), which was followed by the Strengthening Church Governance – Implementation Task Force (2021-22, the creators of this Governance Guidelines document), as well as the Racial Justice Working Group (2020-21).

Annual Meeting

In the Congregational tradition, the earthly supreme authority of the Church rests with the congregation itself. The Annual Meeting is the opportunity for us to gather together, to speak openly and plainly, working together to discern the voice of God and Jesus guiding us in our decisions. It is the opportunity for each member of the congregation to have a voice.

The Annual Meeting is held each year in January, at a date, time and place determined by the Church Council. The Moderator presides over the meeting, which requires a quorum of members for voting. The congregation has the opportunity to discuss and vote on the budget for the upcoming year, vote on the slate of nominees as presented by Participation & Involvement, and discuss and vote on other items included in the Call to Meeting.

As preparation for the Annual Meeting each Support Board, Special Ministry Team, Ministry Team, member of Clergy, and any other pertinent bodies are asked to submit a report of their preceding year's activities. These reports are then compiled, published, and distributed prior to the Annual Meeting as the Annual Report of the church which the congregation then votes to accept at the meeting.

Orientation and Training

The primary orientation and training opportunity for elected church leaders and other members serving in volunteer roles has been the annual Leadership Retreat. This is planned and hosted by Church Council shortly after the Annual Meeting in the New Year. The retreat is designed to help inform and prepare congregational church leaders, including Church Council members themselves, for fulfilment of their duties to the congregation. The Senior Minister and other members of clergy and staff are typically present at the retreat.

Aside from the annual Leadership Retreat the Church Council encourages additional training on the part of Support Boards and Ministry Teams during the church year, whether via in-person meetings, online sessions, video modules, or other vehicles.

5. SUPPORT BOARDS

Relevant Bylaws Sections
Article IV – Organization and Structure
Section 2. Council and Boards
<ul style="list-style-type: none"> • Section 2.B, Support Boards – General Overview • Section 2.C, Deacons (Spiritual Care Support Board) • Section 2.D, Faith Formation Support Board • Section 2.E, Christian Service Support Board • Section 2.F, Stewards Support Board

As delineated in the Bylaws of January 31, 2021, there are four Support Boards. The boards exist to fulfill the mission of the church, performing critical tasks related to the administration of the church, including the support of Ministry Teams and/or Special Ministry Teams and other organizational entities of the church. In alphabetical order, the four Support Boards are:

- Christian Service Support Board (CSSB)
- Faith Formation Support Board (FFSB)
- Spiritual Care Support (SCSB) – aka, Board of Deacons
- Stewards Support Board (SSB)

Relation to Visioning Hallmarks

Each Support Board, as well as their respective Ministry Teams, relates to one or more of the five Visioning Hallmarks approved by the congregation at the Annual Meeting in 2009:

SUPPORT BOARD	VISIONING HALLMARKS
Christian Service	Care for Others Through Outreach
Faith Formation	Deepen our Spiritual Journey Foster Authentic Relationships Invest in Children and Youth
Spiritual Care	Deepen our Spiritual Journey Foster Authentic Relationships Welcome, Invite, and Involve our Neighbors
Stewards	Supports All

Description and Mission

The ***Christian Service Support Board*** (CSSB) oversees the missionary ministry of the church, including opportunities for service as well as working with the Stewards Support Board and

Church Council regarding the payment of monies for benevolent purposes to organizations outside the church.

The ***Faith Formation Support Board*** (FFSB) oversees and nurtures the deepening and strengthening of faith for children, youth, and adults through a range of spiritual experiences and practices, activities, and traditional Christian education, both within the congregation and extending outward to our local neighbors and the world.

The ***Spiritual Care Support Board*** (SCSB), aka, Board of Deacons, acts with regard to the spiritual care of the church. Their responsibilities include worship, preparation and care of the church's communion services, oversight of church membership concerns, caring for members who are sick or in need, providing for the "supply of the pulpit" (i.e., calling of clergy), and related matters.

The ***Stewards Support Board*** (SSB) is the main operational board of the church. As such it is responsible for the oversight and maintenance of the physical property of the church as well as its financial affairs and business matters, including preparation of the annual budget of the church, providing the means of financial support of the church, managing the invested funds of the church, retaining counsel to advise on legal issues concerning the church, and related operational matters.

For a full description of each Support Board and its responsibilities, see the relevant sections of the Bylaws, as noted above.

Members

Members of the Support Boards are invited by Participation & Involvement to serve a 3-yr. term and are then elected by the congregation as part of the nominee slate at the Annual Meeting. Suggestions for board members may come from many sources, including current board members, clergy, Ministry Teams of that board, as well as Participation & Involvement. Individual church members who have an interest in joining a specific board may also make their interest in joining a board known to current board members or a member of Participation & Involvement.

As an aid in the invitation process and to provide continuity in board operations, Church Council recommends that summary position descriptions be prepared for board member roles, ideally for the chair and vice-chair roles as well as for an individual member. These may be developed and maintained in collaboration with Participation & Involvement.

Those seeking to stay on a board past their current 3-yr. term may opt to stay on for one additional year of service but no longer than one additional full term.

Leadership and Roles

Per the Bylaws, “Each Support Board shall choose its chair and vice-chair or co-chairs for the forthcoming year at the end of the current church year. The chair shall call meetings of the Support Board and preside thereat, prepare and present the annual report, and act as a liaison to the Senior Minister or designated Associate Minister between meetings. The co-chair or vice-chair shall act as the chair in the absence of the chair. The Support Board shall name a chair pro tempore when neither the chair nor the vice-chair is able to fulfill the role of chair.”

One exception to this leadership approach is the Board of Deacons, which has historically operated under a slightly different model. Two Senior Deacons are typically named to lead the board for a one-year term, often but not necessarily during their third year of service on the board. Recent Hills Church practice has been to alternate male and female co-senior deacons every year.

Succession Planning

As noted above, the Bylaws call for a chair and vice- or co-chair for the board to be named by the board before the end of the current church year. This helps ensure continuity of operation for the board. The vice-chair model, in which a first or second-year board member shadows the current chair for a year before assuming the chair position, typically provides the strongest continuity.

Meetings

As noted in the Bylaws, “Support Boards will meet at least four times evenly throughout the year in carrying out their responsibilities” and “to provide support and accountability to the Ministry Teams in their area of ministry.” Many Support Boards find that monthly meetings work best, choosing to set their schedule for the church year in advance. During 2020 when meetings became virtual (i.e., not in person) all church boards met via Zoom online. Going forward the option exists for in-person, online, or hybrid meetings, at the discretion of board leadership and members.

Funding

The Bylaws also required that each Support Board “submit a request for budgeted monies to the Stewards Support Board and be responsible for the allocation of the budgeted funds during the Church year.” This includes the funding not only of its own operations but, when appropriate, of its Ministry Teams as well. The budgeting process, overseen by Stewards, takes place in the fall with the final budget submitted by Church Council to the congregation for approval at the Annual Meeting each January.

Orientation and Training

As noted above, Church Council typically hosts an annual Leadership Retreat in February after the Annual Meeting of the congregation. The retreat provides an opportunity for newly elected and appointed members of Support Boards and Ministry Teams, as well as for interested returning members of Support Boards and other entities, to gather as a group and learn about roles and responsibilities with the church as well as engage in other group activities pertinent to church spiritual and governance practices. Council suggests that going forward the Leadership Retreat provide opportunities not just for all-church leadership orientation and training but for specific Support Board and Ministry Team orientation and training as well in breakout sessions for the respective groups so that they can address specifics of their own operational roles and responsibilities.

Ministry Teams

A central role of each Support Board is its oversight of Ministry Teams. Per the Bylaws, “Each Support Board will sponsor, supervise and support the activities of Ministry Teams within their areas of ministry.” Further, “Each Support Board shall provide support and leadership to the Ministry Teams it sponsors, and shall sponsor new Ministry Teams or dissolve Ministry Teams as appropriate to the mission of the Church within [their] areas of responsibility.”

As further stated in the Bylaws, “In sponsoring Ministry Teams, Support Boards shall encourage and inspire formation of Ministry Teams as requested by members of the congregation from time to time, ensuring the presence of all requirements as set forth in Church policies, including the identification of a Leader and the publishing of a Statement of Purpose for each Ministry Team.” Thus the Support Board, as the name implies, plays a vital role in the oversight of Ministry Team formation, staffing, and operations. Regular communication between the Support Board and its Ministry Teams is a critical part of this oversight, as addressed below. That said, Support Boards are not responsible for the planning, execution, or management of a Ministry Team’s day-to-day activities, which is instead the role of the team Leader and its members.

While Support Boards have the authority both to form and dissolve Ministry Teams in their respective areas, they are also responsible for informing Church Council of such activities, typically through communication from board leadership to the Church Council liaison to their board.

For more information on Ministry Teams and Special Ministry Teams, see sections 6 and 7 of this document, below.

Special Groups

From time to time a Support Board may also need to form a special group to address a specific, defined, shorter-term need, akin to the task forces initiated by Church Council. Examples of this would include the formation of a Transition Committee or a clergy Search and Call Committee by the Spiritual Care Support Board, or a Stewardship Team by the Stewards Support Board to oversee the annual Stewardship Campaign. Members of such groups are typically invited and determined in consultation with the Senior Minister or other clergy.

Communication and Reporting

As one would expect, communication is an important part of each Support Board's responsibility. This includes communication to the congregation about the board's activities and programs. Some best practices already exist in the church in this area, such as the CSSB's use of Mission Moments in the Sunday services and the Faith Formation Support Board's frequent reports on their activities in the *Events @ the Hills* newsletters. All boards are encouraged to develop an annual communications plan as part of their operations.

Equally important for smooth operations is the communication between a Support Board and its sponsored Ministry Teams. Each Support Board shall designate a board member to serve as Liaison to each of its Ministry Teams so that regular communication of Ministry Team activities as well as any issues or concerns may flow from each Ministry Team to the Support Board. Council recommends that the Liaison reach out to each Ministry Team at least quarterly to ask for Ministry Team updates, including any leadership changes, and to express gratitude for the Ministry Team's service. These updates can then be shared with the Support Board leadership and with the Support Board's liaison, often the Support Board chair, to Church Council.

Each board is also responsible for preparing and submitting an Annual Report of its operations, to be prepared and submitted by the board leadership for inclusion in the church's Annual Report distributed prior to the Annual Meeting in January. This may include reports prepared by one or more of its Ministry Teams.

Handbooks

As noted in the Introduction, above, the Support Board Handbooks, created by the leadership of each Support Board for its members, are specific to the respective Support Boards and their operations. Handbooks are intended to be revised and updated annually by the Support Board Chair and/or other board members. Contents may include a list of Support Board members and their contact information and terms, meeting schedule and minutes, delineation of roles and responsibilities of Support Board members, most recent board annual report, budget and other financial statements, delineation of Ministry Teams supported, plan for the year's work ahead, and any other documents pertinent to that board and deemed important for board operations.

Similarly, handbooks or a similar guiding document may be created by each of the Support Board's Ministry Teams to aid in defining Ministry Team mission, operational procedures, and related information and to help provide continuity of operations when Ministry Team members depart. Such operational documents are typically created by the team Leader and other designated team members as needed.

Handbooks at any level may be in hard copy form, such as a 3-ring binder, as well as made available in a password-accessible online version, e.g., in Google Drive, that is shared with Support Board or Ministry Team members. As they are meant for the use of members of a given Support Board or Ministry Team, Handbooks are not intended for posting on the church website.

6. MINISTRY TEAMS

Relevant Bylaws Sections

Article IV – Organization and Structure

Section 3. Ministry Teams

- Section 3.A, The Role of Ministry Teams
- Section 3.B, Minimum Requirements of Ministry Teams

Definition

A Ministry Team is a group of individuals within the church that shares a calling and is engaged in a particular ministry. Per the church Bylaws, the role of Ministry Teams is to “carry out specific, well defined, ministries of the Church.” They are sponsored by the Support Board responsible for the relevant area of the church’s ministry.

Ministry Teams are “opt in” elements of the governance structure of the church which exist to carry out the direct ministry they define – that is, members freely join a Ministry Team as they are “called” and are not elected on the slate of nominees at the Annual Meeting.

Theology

The Ministry Team model embraces the idea that God is already at work, moving hearts and equipping members of the body of Christ for God’s purposes both within and outside our walls. In this ground up model, leaders do not come up with ministry plans then attempt to persuade people into volunteering. Rather, we trust that the Holy Spirit prompts members with ideas that fit their talents and callings, so that people respond. Support Boards may participate in this process, inspiring and seeding ideas as ways to spark imagination, opening an avenue for God’s soft prompting to be acknowledged. Even so, when no one volunteers despite clear and consistent messaging, then re-imagining or dissolving a Ministry Team is in order.

Here is as Biblical analogy. The Apostle Paul reminds us that we are gifted differently in the body of Christ, yet all the parts of the body are important and needed. Some of us are ears, some eyes, some feet, etc. A foot might develop a beautiful ministry idea and create an inspiring listening session. But if the people who might be free to join are all eyes and ears, the foot’s message will not connect -- or be a good fit. It is important in this ministry model to avoid judging or assuming increased pressure will bring in members who are not otherwise involved. Rather, consider how God may be moving them differently and call them to join in that process.

Responsibilities and Minimum Requirements

Ministry Teams are responsible for selecting their own leaders, for inviting their members, for keeping the congregation advised of their work, and for providing a summary of their activities for the church's Annual Report. Working with the Support Board in question, a Ministry Team develops annual goals and longer-term objectives as required, including financial needs (aka, budget), personnel needs, and milestones or other verifiable operational goals.

Minimum requirements for Ministry Teams include naming at least one Leader, who must be a member of the church; creating a Statement of Purpose, including the team's connection to at least one of the church's five Visioning Hallmarks; setting its own agenda, programs and plans; and welcoming and inviting new members to their team.

Characteristics

The following are characteristics of effective Ministry Teams:

- Effective Ministry Teams have a clear sense of their work as *ministry* and they are purposefully engaged in that ministry.
- They focus on doing rather than meeting.
- The team is both responsible and accountable – that is, it has the authority to make decisions, spend allocated money, communicate with the congregation, and develop and recommend budgets, plans, strategies, etc.
- Both laity and clergy trust and support the team. The focus is on results rather than who has the power to make certain decisions.
- Decisions are made in practical ways, e.g., “we do this because it works right now,” without expectation that the decision is perfect and will become immutable policy.
- At the same time, major decisions for an effective Ministry Team are rooted in discernment.
- Ministry Team members move in and out of leadership roles regularly, invite and train new members to prevent burnout, and share ministry. Leadership is often shared between two or more people.
- Clergy and experienced laity exercise the role of ministry developer (trainer, equipper, encourager, supporter, etc.) and see Ministry Team members as valuable peers in the congregation.

Life Cycle of a Ministry Team

The following four phases are seen as the Life Cycle of a Ministry Team:

1. *Imagining* ----> 2. *Forming* ----> 3. *Functioning* ----> 4. *Reimagining (or) Dissolving*

1. Imagining

The Holy Spirit seeds an idea for a Ministry Team within a church member. That person seeks out the appropriate Support Board and shares the idea for the Ministry Team. After considering the request, if the Support Board (in consultation with clergy and/or Church Council where appropriate) finds the vision and goals of the proposal to be in line with church values and theology, the Support Board assigns a potential liaison and helps host an Interest Gathering session.

Key aspects of this initial phase include the following:

- **Membership** - while Ministry Teams are open to church members and non-member friends of the church, all Ministry Teams begin with at least one *church member* who feels that God is leading him/her/them toward a specific ministry.
- **Support Board alignment** - a Ministry Team will align with the Support Board that most clearly identifies with its primary focus:
 - *Christian Service Support Board* - outward service, grant funding of recipients
 - *Faith Formation Support Board* - education and discipleship, youth and adult education, Bible study, spiritual activities and practices
 - *Spiritual Care Support Board/Deacons* - inward service, care of the congregational members and community
 - *Stewards Support Board* – operations: church financial oversight, budgeting, property maintenance, technology, and related

Should the Ministry Team have ministries in more than one category, the Ministry Team should choose the board whose mission best fits its overall mission.

- **Liaison** - the Support Board will identify a potential Liaison to the Ministry Team who becomes the formal Liaison once the Ministry Team becomes established. The Liaison attends the Interest Gathering sessions.
- **Interest Gathering sessions** - these sessions may happen only once or multiple times, knowing that sometimes it takes time for an idea to grow before it moves into action. If no one outside the Support Board attends the Interest Gathering session, the Liaison helps the proposer of the Ministry Team examine possible reasons for low volunteer response: Timing? Publicity? Need for personal invitations? Finally, a decision should be made with the proposer whether to wait and try again at some other point in the future or to re-imagine the idea.

If at least two people express interest in the idea, the Support Board Liaison helps guide the process during the next phase, “Forming.”

2. Forming

Once the Ministry Team has two or more church members or friends of the Hills Church who express a desire to join together to form the team, the Liaison may help guide the group with the identification of a Leader or Co-Leaders and with the development of a Statement of Purpose. At this point, the Ministry Team is considered established and will be added to the list of Ministry Teams that are supported by the Support Board.

Note that no invitation is needed to participate. Ministry Teams are open to any and all members and non-members alike, friends of the Hills Church, and welcomes those who feel called to engage in such ministry.

It is also important to note that, unlike Support Boards and other church roles, Ministry Team participants are not elected and do not serve terms. Members can flow easily on and off Ministry Teams as they sense God is leading them. While no term is necessary or implied, participants are encouraged to join only when they feel they can meet the expectations for members as the team seeks to fulfill its mission.

3. Functioning

The role of the Ministry Team **Leader** includes the following:

- **Publicity** - Ministry Team leaders are responsible for coordinating any desired publicity. They are invited to post events and seek volunteers in *Events @ the Hills* newsletters and through posters and fliers, being mindful of deadlines for submissions. Another possible avenue for publicity includes reaching out to the Support Board chair about speaking for a *Mission Moment* or *In the Spotlight* during worship. These brief in-service presentations are designed to educate and inspire for ministry rather than to seek volunteers but may also raise awareness of the existence of a Ministry Team and help gather new participants for a future event.
- **Communicating with Support Boards** – Ministry Team leaders should respond to Support Board liaison requests for ministry updates and keep the board informed concerning leadership changes or challenges the Ministry Team is facing.
- **Funding** - If the Ministry Team wishes to request funds for their ministry, the Ministry Team leader should send a written notice to the chair of the Support Board or to their liaison (see Support Board guidelines) with the exact amount of funds being requested, the purpose of the funds, and when the funds will be needed. Funds may or may not be available.

The role of the **Members** of the Ministry Team is to participate in program planning for the Ministry Team, participate in the events organized by the team whenever possible, provide feedback to the team Leader, consider sharing the Ministry Team leadership role at some point, aid in inviting more Ministry Team members as needed, and to the extent possible aid the team Leader in publicizing the work of the team.

4. Reimagining (or) Dissolving

In the event that a Ministry Team is considering dissolution, the Ministry Team leadership should share with the Support Board Liaison and/or Support Board Chair the reasons for that consideration. In some cases, the original need for that team no longer exists. In such a case, the decision to dissolve the team is straightforward. That same group may choose to reimagine their ministry and form a new Ministry Team to address a different need whether related or not.

Other times, the group seeking dissolution has some interest in continuing but has struggled with other concerns, such as tailoring their reach to match the number of members. In such instances the Support Board and Ministry Team leadership might consider options such as sponsoring a conversation with interested persons in the congregation to reconsider or reimagine the ministry in a way that encourages new participation, or sponsoring a conversation with another Ministry Team about absorbing the responsibilities of the Ministry Team that is seeking to dissolve. If in fact the function of the team has come to a natural ending, the Support Board can affirm the dissolution giving thanks to the remaining members and encouraging them to seek out where the Holy Spirit might be guiding them next.

How to Start a Ministry Team

To assist church members in envisioning and starting a new Ministry Team or renewing a former Ministry Team, Church Council has created a simple two-page guide, “How to Start a Ministry Team” (see Appendix). This simple step-by-step guide, which includes a start-up checklist, will be available on the church website as well as attainable from Church Council or any Support Board.

7. SPECIAL MINISTRY TEAMS

Relevant Bylaws Sections

Article IV – Organization and Structure

Section 3. Ministry Teams

- Section 3.C, Special Ministry Teams

Definition

Like a regular Ministry Team, a Special Ministry Team (SMT) is a group of individuals within the church who share a calling and are jointly engaged in a particular ministry. Like Ministry Teams, each Special Ministry Team is aligned with a Support Board or Church Council. Unlike regular Ministry Teams, Special Ministry Teams are not fluid entities that may come and go as the Spirit leads. Rather, Special Ministry Teams are designed to remain in operation as they are deemed essential for the continued functioning of the church. As such, and again unlike regular Ministry Teams, each Special Ministry Team is included in the Bylaws.

Current Special Ministry Teams

As of this writing the following are designated as Special Ministry Teams in the church Bylaws, shown here with their respective board affiliations:

- *Church Council* – Participation & Involvement, Personnel, Safe Church
- *Spiritual Care Support Board* – Pastor-Parish Relations

Characteristics

The following attributes are shared by Hills Church Special Ministry Teams:

- Special Ministry Teams are staffed by church members who are invited by Participation & Involvement, the Office of the Moderators, and/or the Special Ministry Team's Support Board Chair, often in consultation with clergy.
- Special Ministry Teams must have at least one clearly identified Leader.
- Special Ministry teams are sponsored by a Support Board or Church Council whose leadership provides support and either participates in and/or assists membership selection as described in the Bylaws.
- Special Ministry Team members are included on the Nominating Slate and are elected by the congregation at the Annual Meeting in January. They serve clearly defined terms that can be renewed one time.

- Participation & Involvement provides coordination for the invitation to these positions and lists all Special Ministry Team members on the Nominating Slate.
- Church members listed on the Nominating Slate should serve in only one listed position at a time. This means they would typically not serve on a Special Ministry Team and another elected position simultaneously, though there are some exceptions such as those Special Ministry Team positions held by virtue of a member holding another role, such as Moderator, Senior Deacon, etc.
- Church members are encouraged to express their interest in serving on a Special Ministry Team by contacting P&I, the Office of the Moderator, the Special Ministry Team Leader, or the relevant Support Board chair.
- In between Annual Meetings, a Church Council vote is required for the establishment of a new Special Ministry Team, which must then be approved by the full congregation at the next congregational meeting.

Formation of a Special Ministry Team

Occasionally a need may arise for the formation of a new Special Ministry Team. This need can be brought to the attention of Church Council by the clergy or a church member. The presenter should offer a clear rationale for why the group, usually an existing regular Ministry Team, should be designated as a Special Ministry Team. As noted above, as with regular Ministry Teams a Special Ministry Team must align with either a Support Board or with the Church Council depending on the focus of the team.

After deliberation and in consultation with relevant Support Board chairs, Church Council may vote to start a new Special Ministry Team or suggest other options to the presenter. Ultimately, as all Special Ministry Teams appear in the Bylaws the new Special Ministry Team will need the approval of the full congregation at the next Annual Meeting or other special meeting that may be called.

Functioning

As with regular Ministry Teams, Special Ministry Teams shall meet the main operational requirements for effective fulfillment of their purposes, including a published Statement of Purpose, designating a Leader or Co-Leaders, explicit relation to one or more Visioning Hallmark(s), clearly defined responsibilities for the team as well as for Special Ministry Team leadership and members, defined goals and resources required, meeting plans and schedules, and communicating with their respective sponsoring board as needed.

Dissolution

By definition Special Ministry Teams are vital to the functioning of the church. However, there may be times when a particular Special Ministry Team may need to be re-evaluated, for instance if invitation of members becomes too challenging. In such cases, the Leader of the Special Ministry Team, the Moderator, and Participation & Involvement, in consultation with clergy, may consider possible solutions, including reimagining the Special Ministry Team. In other cases, the original need for the Special Ministry Team may have changed, been assumed by another group, or no longer exists. In this case Church Council may vote to dissolve the Special Ministry Team and will present this solution to the full congregation for their approval in order to remove it from the Bylaws.

APPENDIX

List of Current Ministry Teams and Special Ministry Teams

How to Start a Ministry Team

Former Ministry Teams Currently Inactive

Congregation Volunteer Opportunities

List of Current Ministry Teams and Special Ministry Teams (SMT) As of November 2021

Church Council

- Nursery School Advisory Board (reports to Council but not a Ministry Team or SMT)
- Participation & Involvement (SMT)
- Personnel (SMT)
- Safe Church (SMT)

Christian Service Support Board (CSSB)

- African Indian Alliance
- Christmas Gifts for Low-Income Families
- Collections
- Family Promise
- Habitat for Humanity
- Honduras Hope
- Hunger Ministry
- Pumpkin Patch
- Wellesley Food Pantry

Faith Formation Support Board (FFSB)

- Backyard Ministries
- Faithful Fun
- Morning Meditation
- Spiritual Conversations for Women

Spiritual Care Support Board (SCSB)

- Care Team
- Chancel
- Community Hour
- Hills Bells
- Membership
- Parish Life
- Pastor-Parish Relations (SMT)
- Seniors' Ministry
- Ushering
- Women's Ministry

Stewards Support Board (SSB)

- Communications
- Development
- Property Maintenance
- Technology

How to Start a Ministry Team

Do you have an idea for a Ministry Team? Do you feel the call of God to create a new area of ministry within the church? The Hills Church welcomes ideas for new Ministry Teams as well as suggestions for reviving a former team. Here's how to get it started:

Step 1 – Define Your Idea

A Ministry Team (MT) typically addresses an ongoing need or interest on the part of members of the congregation, or as the Bylaws state they “carry out specific, well defined, ministries of the Church.” A one-off event or program, for example, does not usually require establishing a Ministry Team. This guide can help you think through what is required.

Step 2 – Approach a Support Board for Sponsorship

Every MT needs a sponsoring Support Board. Which Support Board is the right fit for your proposed Ministry Team?

- **Christian Service Support Board** - outward service, grant funding of recipients
- **Faith Formation Support Board** - education and discipleship, youth and adult education, Bible study, spiritual activities and practices
- **Spiritual Care Support Board** - inward service, care of the congregational members and community
- **Stewards Support Board** – operations: church financial oversight, budgeting, property maintenance, technology, and related

Once you are aligned with a board a potential liaison from that board will be assigned.

Step 3 – Host an Interest Gathering Session

If necessary or desired, you will want to publicize and host an open meeting for members of the congregation and friends of the church to discuss the MT idea and see who might be interested in joining the team.

Step 4 – Fill Out the New Ministry Team Checklist

Obtainable on the church website, from Church Council, or any Support Board. Completing the form requires knowing the sponsoring Support Board, team members, MT Leader, etc.

Step 5 – Obtain Approval from Support Board

With your ducks in a row, your Support Board Liaison will let you know that you are ready to go.

Step 6 – Meet with Your New Ministry Team

Schedule your initial meeting with your team members and you are off and running!

Questions? Contact the Office of the Moderator at moderator@hillschurch.org.

Starting a Ministry Team Checklist

NAME OF MINISTRY TEAM: _____

NEW (or) RE-IMAGINED: _____

SPONSORING SUPPORT BOARD: _____

VISIONING HALLMARK(S): _____

STATEMENT OF PURPOSE: _____

INITIAL MT MEMBERS:

MT LEADER(S): _____

RESPONSIBILITIES AND ACTIVITIES: _____

EXPECTATION OF MEMBERS: _____

RESOURCES/FUNDING REQUIRED: _____

CONTACT NAME/E-MAIL ADDRESS: _____

Former Ministry Teams Currently Inactive

Faith Formation Support Board (FFSB)

- Adult Education
- Children's Ministry
- Youth Ministry

Spiritual Care Support Board (SCSB)

- Greeters
- Music

Stewards Support Board (SSB)

- Treasury

Congregational Volunteer Opportunities As of November 2021

TYPE	ENTITY	LENGTH OF COMMITMENT
Officers, Church Council	Officers: Moderator team (3), Clerk, Treasurer, Asst. Clerk, Asst. Treasurer, Delegates Council: At-Large members (4), liaisons to CSSB, FFSB, SCSB, Stewards	Officers: Long-term (3 yrs.), Short-term (1 yr.), some renewable Council: At-large members long-term (4 yrs.)
Support Board	Christian Service Faith Formation Spiritual Care (Deacons) Stewards	Long-term (3 yrs.); renewable, with limits
Special Ministry Team	Participation & Involvement Pastor-Parish Relations Personnel Safe Church	Varies, some long-term, some renewable
Ministry Team	See current MT list: CSSB (9) FFSB (4) SCSB/Deacons (10) Stewards (4)	No set term; per expectations of team members
Additional Service Opportunities*	<u>Examples:</u> Chancel Choir Church School Cookies with Santa Easter Egg Hunt Family Promise Habitat for Humanity Memorial Teas Pumpkin Patch sales Service Trips Ushering	No term; varies from one-time (e.g., 1 hour) and up
Special Groups**	<u>Examples:</u> Capital Campaign Search and Call Committee Stewardship Chair Task Forces (e.g., Reopening) Working Group (e.g., Racial Justice)	Varies; no set term, typically with defined beginning and end

*Includes lay-led as well as clergy- and staff-led opportunities and recurrent “pop-up” ministries that address a specific event or function. Additional pop-up ministries may form as needed.

** Includes lay-led as well as clergy- and staff-led opportunities.

Long-term = more than one year

Short-term = one year (minimum)

One-time = single event, occasion, or program

We must delight in each other; make other's conditions our own; rejoice together, mourn together, labor and suffer together, always having before our eyes our commission and community in the work, as members of the same body.

-- John Winthrop, 1630

