

ANNUAL FISCAL CONGREGATIONAL MEETING

January 28, 2024

Calvary Lutheran 

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Evangelical Lutheran Church in America
God's work. Our hands.

**Calvary Lutheran Church
Annual Fiscal Congregational Meeting**

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Calvary Lutheran Church

Organizational Roster 2024

Staff:

The Rev. Gunnar Anderson, Vice Pastor

Jeanne Elmuccio, Music Director

Susan Lachance, Parish Manager

Stacy Nick-Casey, Director – Calvary Nursery School and Child Care

Members of the Congregation Council:

Matthew Spatz, Council President

Irene Vest, Vice President

Mary Siebert, Communications Officer

Dale Koznecki, Operations Coordinator

Tim Birkel, Treasurer & Finance Officer

Laura Berman, GROW Coordinator

Linda Huff, CONNECT Coordinator

Steven Owens, SERVE Coordinator

Members of the Calvary Nursery School and Child Care Board:

Erin Muldoon, President

David Ten Broeck, Vice President

Claire Fiebiger, Treasurer

Nicole Caprio-Nordstrom, Secretary

Patrice Patterson

Julie Brown

Congregational Meeting Agenda

January 28, 2024

- I. Call to Order
- II. Opening Devotional Prayer Pastor Anderson
- III. Approval of the Agenda
- IV. Approval of the Annual Congregational Meeting Minutes of June 11, 2023
- V. Review of Financial Reports & Approval of Spending Plans
- VI. Approval of Updated Congregational Bylaws
- VII. Approval of Updated CNSCC Bylaws and Board of Director's Manual
- VIII. Old Business
 - a. Update on Sanctuary Roof, Ceiling, HVAC and Lighting
- IX. Additional New Business
- X. Announcements
- XI. Adjournment
- XII. Benediction Pastor Anderson

Dear Calvary Members,

The Council and Finance Team has prepared the annual fiscal report for your prayerful review and consideration. I would like to thank all those who volunteer their time and energy to keep the Calvary Congregation moving forward. A special thank you to Tim Birkel, Finance Officer and Treasurer and to David Ten Brock, Finance Office Manager, who diligently maintain our finances and have spent many hours preparing these reports and our 2024 budget.

In July of 2023 we said Godspeed and farewell to Pastor Carol and celebrated her 21 years of ministry to Calvary. We are very grateful to Pastor Anderson for faithfully sharing his time, talents and pastoral care with Calvary during this pastoral transition. Our Call Committee is in place and working with the NJ Synod and the Bishop's office to identify candidates for our next full time pastor. I would also like to thank our staff and applaud them for their continued leadership, especially during this transitional period. Susan Lachance manages our office and the many different aspects of Calvary with poise and professionalism. It is hard to believe she has only been here a year! Jeanne Elmuccio continues to serve our congregation as our Music Director, but also helps manage various technical and logistical aspects of Calvary. We would not be the Calvary family without their continued dedication!

As you will see within the report, we again finished 2023 year with a deficit. We have saved money since Pastor Carol's departure on salaries, which is why our deficit is only \$12,462. You are again being presented with an unbalanced budget in 2024. As we do not know our pastoral compensation totals for the year, we based our numbers off of the Synod guidelines and estimates from the Bishop's office. We look to God's grace and generosity to guide and direct our congregation as we look to the future.

As stated previously, the Council has been cautious and only spend money for immediate property needs. Unfortunately, the time has come to put a substantial amount of money into the sanctuary building. The roof, ceiling, HVAC system and lighting can not be kicked down the road any longer. Council will be looking to get estimates and proposals from various companies for extensive work to the sanctuary. We will most likely be calling another congregational meeting before June to present our findings and seek approval for large projects and expenditure of monies to cover the work.

Thank you for taking the time to read through the report and attend the fiscal congregational meeting as we continue to pursue Calvary's Mission: We are called to help all people of all ages grow spiritually through Word and Sacrament so that we may love and serve our church family, our community, and all of God's people in Christ's name.

Sincerely,

Matthew Spatz, Council President

Annual Congregational Meeting
Minutes from June 11, 2023 – (held in-person and on Zoom)

- I. **Call to Order**- Call to Order at 10:47am by Matthew Spatz, Church Council President. A quorum was established. Matt projected the agenda and other information on the screen.
- II. **Approval Of Agenda** - Robin Marko motioned to accept the agenda, Linda Huff seconded the motion; all in favor.
- III. **Opening Devotional Prayer** – The Rev. Dr. Carol Lindsay said a prayer including thankfulness for our new congregation members.
- IV. **Approval of Annual Fiscal Meeting Minutes of February 26, 2023**- Dale Koznecki motioned to approve the minutes of the Annual Fiscal Congregational Meeting of February 26, 2023, seconded by Steve Owens; all in favor.
- V. **Annual Reports** – Matt ask the congregation to read the reports and noted some highlights.
Finance: giving is stronger this year, salary expenses are up due to the hiring of part-time Parish Office Manager, Susan Lachance. Serve Ministry: listed are some of the service projects in the past year. Music Ministry: Jeanne Elmuccio has served as Music Director for 15 years and continues to renew this ministry after the pandemic. Listed under Ministry Opportunities are ways that people can serve Calvary and Matt encouraged everyone to consider ways they might become more involved. Operations: Cranford Police & Fire Dept did a walkthrough of our buildings which resulted in the renumbering of the rooms for clarity and safety. Recent improvements to the property: in the Memorial Garden, a dead tree and overgrown bushes were removed and replaced and the sprinklers repaired. The Nursery School planted a tree on the Holly Street side, in honor of Pastor Carol. The AC in the Dahlquist Lounge will be replaced, using memorial funds. Currently we are working toward upgrading our lighting infrastructure to LEDs and repairing the Sanctuary ceiling. Pastor questioned the lighting options and Matt said there are 2 options – ‘conversion’ or ‘replace’.

Pastor commented on her report. She pointed out the strong connection between the Nursery School and the Breakfast Bunch (started by Jorge Santos) and First Sunday ministries, and hopes that connection will grow. Several new families have joined Calvary recently from the Breakfast Bunch. She said that after July 30 (her official retirement date) she will no longer be a member here and will not be able to do weddings, baptisms, funerals or other needed ministries. She asked everyone to attend the celebrations on June 25 and July 30, when we will celebrate her 21 years at Calvary and 35 years of her ordination.

Carla Flint made a motion to accept the reports as presented on pages 1-22 of the Annual report, seconded by Pastor Lindsay; all in favor.
- VI. **Constitution – discussion and approval** – Matt asked everyone to turn to the proposed constitution, which will replace our current 1991 constitution. He noted that most of it (noted by asterisks) is required by the ELCA; adding inclusive language, allowing for electronically held meetings, electronic notification of meetings, adding a voice vote for congregational voting, and replacing Chapter 15 by placing the responsibility of disciplining a member into the hands of the

synod. He noted a few other changes: Chapter 11 lists the officers of the congregation as president, vice-president, communications officer and finance officer, Chapter 12 increases council's spending limit to \$35,000 for items not in the budget, Chapter 13 lists the congregational committees (other committees will be addressed in the bylaws). He said revised bylaws are being worked on and will be presented to the congregation at the February, 2024 meeting. Matt asked for questions and there being none, Meagen Spatz made a motion to approve the constitution as presented, seconded by Robin Marko; all in favor.

VII. Election of Congregation Council Members for 2023-2026 terms - Current council members Laura Berman and Dale Koznecki have agreed to run for additional 3-year terms and Mary Siebert agreed to run for her first term as communications officer. *Carla Flint presented these 3 nominations for the 3 open positions. Meagen Spatz made a motion to approve the election of these nominees to council, seconded by Claire Fiebiger: all in favor.*

VIII. Old Business - none

IX. New Business – Matt gave an update on the call process for a new pastor. Council is in communications with the bishop and we are currently looking for an interim pastor. An interim pastor would take over all aspects of the pastoral role, however if an interim is not found, then we would have supply pastors (for Sunday and Thursday worship) and/or a vice pastor (pastoral care and administrative responsibilities). We are worshipping jointly with Holy Cross this summer and are covered for worship services through Sept 10 by Pastor Lindsay, Pastor Knecht from Holy Cross, Bridget Gauteri (August 6), and Pastor Anderson (after July 30). Matt said there are copies of the Call Process document in the Narthex and asked people to be patient with the process. Council is working on the profile which will describe what we are looking for in a full-time pastor.

Pastor Lindsay said she is “cleaning out” after 21 years with Calvary and thanked Jill Garnhart for all her help and asked the congregation to thank Jill. Pastor also thanked Jill and Jeanne Elmuccio for keeping the office functioning while we were without a Parish Office Manager and said Susan Lachance, the new Parish Office Manager, is a wonderful addition to the office. Dale and Carla thanked Matt for all that he is doing, and Meagan implored people to say yes when asked to volunteer to take on a task.

X. Benediction – The Rev. Dr. Carol Lindsay said a prayer and then left the meeting

XI. Announcements – Matt announced 2 celebrations following Sunday worship for Pastor Carol's retirement: June 25, a Beer & Brats BBQ, everyone is encouraged to wear red (prize for best red outfit), and July 30, the bishop will be here for Pastor's last Sunday and there will be an ice cream social. Matt also said a Memory Book for Pastor is being made, using the Online service MixBook, where current or former congregants are encouraged to contribute some memory or photo for her. People can also write a note which will be scanned and uploaded to the book. Also, anyone who wishes, can contribute toward a financial gift for Pastor's post-retirement trip to England and Scotland. Those gifts will be presented to her on July 30.

The meeting was adjourned at 11:53am.

Respectfully submitted – Irene Vest, Council Vice President

Calvary Financial Overview

Calvary Lutheran Church financials cover various types of accounts and are aligned according to the varied aspect of service. Each of the accounts listed in the Statement of Funds are focused by different committees with the goals based on the account title.

Regular giving at Calvary may consist of allocating giving to the Operating Fund, Capital Improvement or Special Benevolence. Other special requests to other funds can be done outside of the weekly giving options.

Operating Fund – manage the giving / expenses of the day to day needs to keep Calvary running, electronic giving, staff salary and all facility insurance / expenses for Calvary Lutheran Church and in partnership with Calvary Nursery School.

Capital Improvement – manage facility improvements as required throughout the year. These funds are received throughout the year and, if additional funding is needed, a capital campaign may be launched to attain the required funding.

Special Benevolence – donations made to SB are received throughout the year and distributed in accordance with the budgeted schedule each year with the flexibility to distribute to additional community groups upon request and approved by Council.

Memorial Fund – managed by the Memorials group and receives funding throughout the year for non-dedicated gifts. The distribution of gifts are determined in coordination with the Memorial committee and the Church Council.

Youth Fund – managed by the Youth group and receives funding throughout the year with funds to be used to assist in Youth group activities.

Other Gifts – Calvary has received donations from closing neighborhood congregations and these funds are distributed based on the donation's bequest and approval of the Church Council.

Statement of Funds

The following table illustrates Calvary's assets as of December 31, 2023 as compared to the end of year for the prior two years.

Allocation of Funds	2021	2022	2023
Operating Fund	9,042	6,171	4,232
Capital Improvement	\$ 28,364	\$ 12,720	\$ 11,236
Special Benvolence	\$ 21,369	\$ 9,010	\$ 10,043
Memorials	\$ 107,506	\$ 157,542	\$ 275,207
Multiple Family Donations	\$ 183,112	\$ 163,380	\$ 179,719
Youth Checking	\$ 1,936	\$ 1,936	\$ 1,936
Future Parsonage Funds	\$ 114,615	\$ 96,907	\$ 106,446
Closed Lutheran Congregations	\$ 72,726	\$ 32,269	\$ 13,567
Total	\$ 538,671	\$ 479,935	\$ 602,387

Finance Team Report

Finance Office Manager

David Ten Broeck diligently maintains, tracks and reports on congregational pledges and giving statements. He also manages all outgoing expense, insurance coverage, invoices and tax reporting for Church staff as well as his current position as Vice President of the CNSCC Board.

Calvary Church Counting Team

Members: **David Ten Broeck, Barbara Birger, Al Jurpalis, Glenda Huff & Robin Marko.**

This team works one day a week in counting all of the offerings that are given to the church and then records each individual contribution into the church system. Assuring that the contributions to each fund are correct and monies are allocated as requested by each contributing member. They are responsible for the deposits into the bank and providing the paperwork back to the church for the weekly audits by the finance chair. Without the dedication and work of this team we would not be able to pay the bills and payroll of Calvary Lutheran Church.

The 2024 giving envelopes have been mailed out to the membership and 2023 Giving statements have been tabled in the Narthex and then mailed to homes for use and reference.

Financial Giving Status Report

2023 Pledge Results:

The Operations pledge was \$95,578 - actual received \$85,461

The Capital Improvements pledge was \$944 - actual received \$791

The Special Benevolence pledge \$ 2,655 - actual received \$635

2024 Pledge Results:

Electronic giving to Calvary can be divided into two groups:

- Scheduled Giving (consistent monthly/weekly)
- Non Scheduled Giving (others donating via checks and electronic throughout the year).

All Scheduled Giving members have been included into the pledge count.

	2022	2023	2024
Number of Pledges	51	49	30

Fund	2022	2023	2024
Operating	\$89,390	\$95,578	\$72,173
Special Benevolence	\$5,910	\$2,655	\$1,850
Capital Improvement	\$4,960	\$944	\$1,094

If you still need to submit your pledge for 2024 please contact the finance office (finance@calvarycranford.com), and we will update the report for the June congregational meeting.

Special Benevolence Yearly Comparison

Organization (Vendor)	2021	2022	2023	2024 Budget
Amnesty International USA	\$ 100	\$ 100	-	-
Bread for the World	\$ 1,000	\$ 1,000	\$ 500	\$ 500
Community Food Bank	\$ 1,000	\$ 1,000	*	*
Cranford Family Care	\$ 50	-	*	*
Crossroads Outdoor Ministry	\$ 1,250	\$ 1,000	\$ 500	\$ 500
Doctors Without Borders (MD)	\$ 1,000	\$ 500	-	-
ELCA DISASTER RESPONSE	\$ 1,000	\$ 1,000	\$ 500	\$ 500
ELCA Mission Support	\$ 1,000	\$ 500	\$ 500	\$ 500
ELCA World Hunger Appeal	\$ 3,000	\$ 3,000	\$ 1,000	\$ 1,000
Lutheran Episcopal Advocacy	\$ 1,000	\$ 1,000	\$ 500	\$ 500
Lutheran Social Ministries	\$ 1,000	\$ 1,000	\$ 500	\$ 500
Prisoner Visitation & Support	\$ 300	\$ 300	-	-
Project MEMA, Inc.	\$ 2,000	\$ 2,000	\$ 1,000	\$ 1,000<
Seafarers & Intl. House	\$ 1,000	\$ 1,000	\$ 500	\$ 500~
St. John Lutheran Church	-	-	-	-
Elizabeth Coalition for the	\$ 5,000	\$ 1,000	\$ 500	\$ 500
Williams Lift Company	-	-	-	-
St. Bartholomew's Lutheran	-	\$ 1,000	*	*
NJ Veterans Network	-	\$ 250	\$ 250	\$ 250
TBD During 2023				\$ 1,250
	\$ 19,800	\$ 15,650	\$6,250	\$ 7,500

* - Food Collections vs. monetary gift

< - Dedicated Giving Drive

~ - Clothing and personal care item collections

Calvary Lutheran Church

2021 - 2023 Actuals & 2024 Proposed Budget Details

Operating Fund

Income Accounts

		FY 2021	FY 2022	FY 2023	2023	2024
		Actual	Actual	Actual	Budget	Budget
<u>GIVING</u>						
00	Plate Offering	\$ 1,132	\$ 2,266	\$ 2,506	\$ 2,000	\$ 2,500
01	Weekly Envelopes	227,271	189,169	186,209	220,000	185,000
02	Initial Offering	140	130	650	150	500
06	Ash Wednesday	335	470	1,420	400	1,500
07	Lent	1,005	1,079	1,450	1,000	1,500
08	Maundy Thursday	269	305	310	300	300
09	Good Friday	304	365	360	350	350
11	Easter	5,155	3,475	6,850	3,500	7,000
14	Christmas	8,079	5,795	5,655	6,000	5,625
15	Year End Offering	2,770	2,720	2,125	2,750	2,000
	Minor, GIVING:	\$ 246,459	\$ 205,774	\$ 207,535	\$ 236,450	\$ 206,275
<u>Facility Income</u>						
00	Over Eaters	-	700	600	600	600
01	Monday Night - NA	-	-	-	-	-
03	Weddings	-	85	375	100	375
04	Nursery School/Child Care	38,557	38,721	40,800	40,800	42,500
06	Holy Cross Facility Use	24,000	24,000	24,000	24,000	24,000
07	Fellowship Hall Rental	300	50	1,005	400	1,000
	Minor, Facility Income:	\$ 62,857	\$ 63,556	\$ 66,780	\$ 65,900	\$ 68,475
<u>Refund Income</u>						
00	Refund Nursery School	7,562	7,468	7,263	7,500	7,263
07	NS Share Sexton Salary	432	280	3,360	-	-
	Minor, Refund Income:	\$ 7,994	\$ 7,748	\$ 10,623	\$ 7,500	\$ 7,263
<u>Other Income</u>						
00	Other Income	250	200	-	-	-
	Minor, Other Income:	\$ 250	\$ 200	\$ -	\$ -	\$ -
	Total Income:	\$ 317,560	\$ 277,278	\$ 284,938	\$ 309,850	\$ 282,013

Expense Accounts		FY 2021	FY 2022	FY 2023	2023	2024
		Actual	Actual	Actual	Budget	Budget
<u>Benevolence</u>						
00	NJ Synod Benevolence	\$ 23,883	\$ 20,500	\$ 20,734	\$ 23,645	\$ 18,500
	Minor, Benevolence:	\$ 23,883	\$ 20,500	\$ 20,734	\$ 23,645	\$ 18,500
<u>Administration</u>						
00	Supplies For Office	2,117	2,232	2,788	2,000	2,500
01	Postage	422	623	833	650	850
02	Multi-Peril Insurance	26,455	33,351	34,979	33,000	38,000
04	Workmans Compensation	15,198	-	5,321	7,650	9,000
05	Other	3,079	12	-	-	-
06	Payroll Services	1,007	1,405	1,125	1,400	1,250
07	Copier Leasing	3,275	3,573	5,311	3,500	5,300
08	CPU/Printer/Shep St Supp	976	1,217	3,850	1,200	2,000
11	Copier Maintenance Plan	246	-	1,440	1,440	-
12	Website Expenses	668	1,079	3,279	1,100	3,250
14	Vanco Services	1,782	1,873	2,367	1,900	2,250
	Legal Expenses	-	-	-	-	-
15	Cranford Fire Inspections	160	-	-	160	-
	Minor, Administration:	\$ 55,385	\$ 45,365	\$ 61,293	\$ 54,000	\$ 64,400
<u>Conference & Compensation</u>						
00	Synod Convention	160	180	315	180	315
	Minor, Conference & Compensatic	\$ 160	\$ 180	\$ 315	\$ 180	\$ 315
<u>Proper Management</u>						
00	Building Maintenance	14,483	7,172	6,220	7,187	7,000
01	Pandemic Supplies	350	-	-	-	-
02	Building Supplies	906	491	1,219	750	1,200
03	Electricity	14,151	14,354	11,905	14,000	12,000
04	Telephone	6,025	5,995	5,962	6,000	6,000
05	Gas	16,560	22,004	18,489	20,000	19,000
06	Disposal Service	3,043	3,620	3,748	3,500	3,750
07	Water	4,036	2,693	3,221	2,500	3,250
08	Contr Janitorial Service	39,250	35,424	33,456	27,500	33,000
09	Lawn Care	5,233	4,445	5,992	5,000	6,000
10	Snow Removal	6,650	4,935	1,510	3,000	3,000
13	Gardening	300	1,244	-	1,000	1,000
14	Defib Maintenance Prgm.	305	139	-	150	150
15	Township Sewer/Other Fees	684	368	2,175	500	1,500
16	Fire Alarm Service Bills	960	506	1,063	500	1,000
18	Fire Alarm Annual Contract	2,650	2,250	2,866	2,250	2,866
	Minor, Operations:	\$ 115,586	\$ 105,640	\$ 97,826	\$ 93,837	\$ 100,716

		FY 2021	FY 2022	FY 2023	2023	2024	
		Actual	Actual	Actual	Budget	Budget	
GROW							
Christian Education							
07	Sunday School Supplies	\$ 500	\$ 804	\$ 300	\$ 800	\$ 500	
Worship and Music							
04	Organ & Piano Maintenance	2,413	1,303	1,346	2,000	1,350	
09	Guest Pastors	550	200	200	500	200	
	GROW Subtotal	\$ 3,463	\$ 2,307	\$ 1,846	\$ 3,300	\$ 2,050	

CONNECT							
Fellowship							
		-	600	-	600	600	
	CONNECT Subtotal	\$ -	\$ 600	\$ -	\$ 600	\$ 600	

SERVE							
Stewardship							
01	Envelopes	288	264	303	250	300	
Evangelism							
00	Newspaper Ads	73	-	350	75	75	
	SERVE Subtotal	\$ 361	\$ 264	\$ 653	\$ 325	\$ 375	

Salaries & Benefits							
00	Pastor Salary	37,435	40,036	25,119	40,060	30,045	
07	Flexible Medical Spending	2,750	2,750	729	1,250	938	
09	Pastor Professional Expense	2,790	400	383	3,000	2,200	
10	Pastor Housing Allowance	30,000	30,000	17,500	30,000	21,000	
11	Self Contrib To Pension	11,629	13,458	9,494	13,862	9,396	
	Cell Phone	-	500	300	500	375	
	Synod Compensation Sub-total	\$ 84,604	\$ 87,144	\$ 53,527	\$ 88,672	\$ 63,954	

01	Pastor Pension	8,598	8,572	5,105	8,572	5,900	
02	Pastor Continuing Education	100	1,595	950	1,000	750	
03	Pastor Car Allowance	3,000	4,000	2,333	4,000	3,000	
04	Pastor Med/Dental	21,396	12,102	6,748	12,210	9,031	
05	Pastor Survivor Insurance	464	643	340	571	428	
08	Literature	264	250		250	188	
13	Pastor - Social Security	4,000	4,000	2,333	4,000	3,000	

Minor, Pastor Pastor: \$ 122,426 \$ 118,306 \$ 71,336 \$ 119,275 \$ 86,250 \$115,000 for April start date

Other Expenses							
	ELCA - Surv Adm & Dis		929	-	1,000	-	
	Minor, SUI/HCS/WD:	\$ -	\$ 929	\$ -	\$ 1,000	\$ -	

Organist							
00	Organist Salary	15,580	16,048	16,529	16,529	17,025	3% Increase
	Minor, Elmuccio, Jeanne:	\$ 15,580	\$ 16,048	\$ 16,529	\$ 16,529	\$ 17,025	

Other Salaries							
	Public Relations Position	-	-	-	-	-	
	Office Administrator	28,135	22,466	26,868	23,000	27,674	3% Increase
	Office Admin (FICA)	-	-	-	1,760	-	
	Sexton Position	1,800	-	-	-	-	
	Minor Sal:	\$ 29,935	\$ 22,466	\$ 26,868	\$ 24,760	\$ 27,674	

Total Salaries: \$ 167,941 \$ 157,749 \$ 114,733 \$ 161,563 \$ 130,949

Calvary Lutheran Church
Summary Actual and Budget Totals

	FY 2021	FY 2022	FY 2023	2023	2024
	Actual	Actual	Actual	Budget	Budget
<hr/>					
Total Revenue:	\$ 317,560	\$ 277,278	\$ 284,938	\$ 309,850	\$ 282,013
Total Expense:	\$ (366,779)	\$ (332,605)	\$ (297,400)	\$ (337,450)	\$ (317,905)
Net Income:	\$ (49,219)	\$ (55,327)	\$ (12,462)	\$ (27,600)	\$ (35,892)

Calvary Nursery School and Child Care

2023-2024 Budget Report

Approved Budget CNSCC Monthly Budget - 2023-2024

	August		September		October		November		December		January		February		March		April		May		June		July		2023-2024	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Total	Estimate
Tuition	75,731		79,815		74,956		75,568		78,785		81,700		81,700		81,700		81,700		81,700		18,267		17,323		828,945	
Tuition Reserve	275		300		0		300		0		3,850		300		300		300		0		1,350		300		7,275	
Fees	0		441		274		828		451		6,000		3,000		0		3,000		600		4,000		4,000		22,594	
Special Events	0		0		0		0		2,345		0		0		0		0		0		0		0		2,345	
Music Enrichment	0		0		0		0		0		0		0		0		0		0		0		0		0	
Cooking Class	0		0		0		0		0		0		0		0		0		0		0		0		0	
Art Class	0		0		0		0		0		0		0		0		0		0		0		0		0	
Lunch Bunch	0		0		0		0		0		0		0		0		0		0		0		0		0	
Spanish Enrichment	0		0		0		0		0		0		0		0		0		0		0		0		0	
Summer Camp	0		0		0		0		0		0		0		0		0		0		0		0		0	
Learning Fun Enrichment	0		0		0		2,310		0		0		0		0		0		0		0		0		0	
Snack/Lunch	0		0		2,786		0		3,374		150		0		50		50		0		50		50		2,310	
Investment Income	5		0		5		5		0		0		0		0		0		0		0		0		6,510	
Misc. Income/Donations	0		0		591		0		2,036		0		0		0		0		1,000		0		0		15	
Fund Raising Income	0		0		1,760		0		0		0		0		0		0		0		300		0		3,627	
Total Income	76,011		80,556		80,372		79,011		86,991		91,700		85,000		82,050		85,050		83,300		23,967		21,673		875,681	
Office Supplies	325		475		716		93		418		500		500		500		500		500		500		500		5,527	
Payroll Service	212		220		232		418		341		241		300		241		241		500		241		213		3,400	
Telephone	196		196		198		198		198		250		250		250		250		250		250		250		2,736	
Printing & Postage	38		57		0		0		0		0		0		250		0		250		0		0		595	
Advertising	0		0		139		37		950		500		0		0		0		500		0		0		2,126	
Recruiting	630		0		0		0		0		0		0		0		0		0		0		0		630	
Miscellaneous	0		0		0		0		0		250		250		250		250		250		250		250		1,750	
Staff Appreciation	174		828		0		184		204		0		0		0		0		0		400		0		1,790	
License Renewal	(461)		2,373		860		1,443		1,650		0		0		0		1,600		0		0		0		7,465	
Office Equip and Services (3416)	1,409		625		722		1,113		637		625		625		625		625		625		625		625		8,881	
Tuition Refunds	0		0		667		637		0		1,000		0		0		1,000		0		1,000		0		4,304	
Deposit Refunds	0		0		150		450		0		0		500		0		0		0		0		0		1,100	
Fee Refunds	0		0		150		0		0		0		0		0		0		0		1,000		0		1,150	
Mats	0		0		0		0		0		250		0		0		0		0		0		0		250	
Fund Raising Purchases	0		0		1,760		0		0		0		0		0		1,400		0		0		0		3,160	
Instructional Supplies	1,994		613		1,937		1,108		849		0		575		0		575		0		700		0		8,351	
Inst Supp Teacher Aug-Jun	0		0		0		0		0		0		0		0		0		0		250		0		250	
Art Class	0		0		0		0		0		0		0		0		0		0		0		0		0	
Educational Materials	1,753		1,142		507		230		1,041		1,000		700		700		1,000		700		700		400		9,873	
Cooking Class	0		0		0		0		0		0		0		0		0		0		0		0		0	
Lunch Bunch Purchases	0		0		0		0		0		0		0		0		0		0		0		0		0	

Calvary Nursery School and Child Care

2023-2024 Budget Report - page 2

CNSCC Monthly Budget - 2023-24																										2023-2024			
August	September	October	November	December	January	February	March	April	May	June	July	Total																	
Actual	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Actual																	
0	0	0	0	0	0	0	0	0	0	0	0	0																	
678	776	0	0	0	0	0	0	0	500	0	0	1,954																	
66	342	820	1,047	0	0	0	0	0	50	175	0	2,500																	
0	0	0	0	0	0	0	0	0	0	0	0	0																	
0	0	0	0	74	0	250	0	0	250	0	0	750																	
0	136	27	14	158	0	0	0	0	0	0	0	335																	
0	0	0	487	2,256	0	0	0	0	0	0	0	2,743																	
0	0	0	64	0	1,000	0	0	1000	150	0	0	2,214																	
75	1,028	1,964	0	240	0	1,000	0	0	600	0	0	4,907																	
330	90	0	0	0	0	0	0	0	0	0	0	420																	
3,400	0	3,400	3,400	3,400	3,400	6,800	3,400	3,400	3,400	3,400	3,400	40,800																	
0	234	6,057	261	3,417	1,900	1,900	1,900	1,900	1,900	1,900	1,900	23,000																	
0	0	0	0	0	500	500	500	0	0	0	0	1,500																	
(163)	222	403	565	408	1,840	1,840	830	1,840	840	1,800	840	11,265																	
915	0	0	0	0	2,700	0	0	2700	0	0	2,700	8,100																	
0	0	0	535	0	0	0	0	0	0	0	0	915																	
1,259	0	1,294	0	0	450	450	450	450	450	450	450	5,703																	
0	0	0	0	0	0	0	0	0	0	0	0	0																	
0	1,440	3,420	0	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,860																	
0	0	0	0	0	0	0	0	0	0	0	0	0																	
189	339	0	0	0	0	2,500	0	2500	0	2,500	0	8,028																	
0	0	0	894	0	0	3,000	0	0	0	0	0	3,894																	
0	2,022	367	240	0	1,000	0	0	0	0	1,000	0	4,629																	
0	2,310	0	0	0	0	0	0	0	0	0	0	2,310																	
13,019	15,468	25,790	13,418	16,241	18,406	22,940	10,896	22,231	12,715	18,141	12,528	201,793																	
60,523	21,164	58,432	61,228	70,587	54,800	54,800	54,800	54,800	54,800	48,000	28,000	621,934																	
0	0	0	0	0	100	0	100	0	100	0	100	600																	
4,630	1,619	4,470	4,684	5,018	4,187	4,187	4,187	4,187	4,187	3,667	2,139	47,161																	
65,153	22,783	62,902	65,912	75,605	59,087	58,987	59,087	58,987	59,087	51,667	30,239	669,495																	
78,172	38,251	88,692	79,330	91,846	77,493	81,927	69,983	81,218	71,802	69,808	42,767	871,288																	
(2,161)	42,305	(8,320)	(319)	(4,855)	14,207	3,073	12,067	3,832	11,498	(45,841)	(21,094)	4,393																	
Total Income																													
Capital Improvements																													
Grand Total Income																													

**BYLAWS OF CALVARY LUTHERAN CHURCH
CRANFORD, NEW JERSEY 07016**

Article One - Name and Incorporation

B1.01. The name of this congregation shall be Calvary Lutheran Church of Cranford, New Jersey.

B1.02. For the purpose of these bylaws and accompanying continuing resolutions, the congregation of Calvary Lutheran Church is hereinafter designated as "this congregation".

B1.03. The fiscal year of this congregation shall be from January to December.

Article Two - Vision and Mission Statements

B2.01. Our Mission

We are called to help all people of all ages to grow spiritually through Word and Sacrament so that we may love and serve our church family, our community, and all of God's people in Christ's name.

B2.02. Our Vision

We are a church family that encourages all people of all generations to share their gifts in a way that carries out God's will.

a. To GROW in our Christian faith, we will:

(1) Pass on the faith to all ages through devotions, caring conversations, rituals, traditions, and service.

(2) Support our youth with activities, resources, and mentors needed to mature their faith journey.

(3) Provide opportunities for spiritual renewal and biblical application.

b. To CONNECT with each other, we will:

(1) Become the Body of Christ, warmly welcoming all who come as we continually build up one another with God's love.

(2) Inspire and encourage groups of people connected by similar passions or struggles to gather, support each other, and serve.

(3) Develop new ways within the congregation of initiating, empowering, organizing, communicating, and leading that fit the demands of current life styles.

c. To SERVE others, we will:

(1) Create experiences for individuals to joyfully discover how their passions intersect with God's mission for the world.

(2) Actively listen to the needs of those in our community and our world and respond in ways that engage our congregation's unique gifts.

(3) Create in each of us a confidence to service God's Word, emboldened by God's call and assured by God's grace.

Article Three - Congregational Meetings

B3.01. Annual Congregational Meeting

One of the semiannual congregational meetings required by *C10.01* in the constitution of this congregation shall be held each year during the month of June on a date determined by the Congregation Council. This meeting is referred to in these bylaws as the Annual Congregational Meeting. The purpose of this meeting shall be to:

a. Elect *voting members* to serve on the Congregational Council.

b. Receive reports, written or oral, concerning the state of affairs of this congregation from the Congregation Council, the pastor(s), Treasurer, Calvary staff, Calvary Nursery School and Child Care (CNSCC), and other committees and ministry teams.

c. Address other matters deemed necessary by the Congregation Council and/or the pastor(s).

B3.02. Fiscal Congregational Meeting

The second of the congregational meetings required by *C10.01* shall be held each year during the month of January or February on a date determined by the Congregation Council. This meeting is referred to in these bylaws as the Fiscal Congregational Meeting. The purpose of this meeting shall be to:

a. Receive the financial reports for the preceding calendar year.

b. Present and adopt the annual budget.

c. Address others matter deemed necessary by the Congregation Council and/or the pastor(s).

B3.03. Congregation business may be conducted at these congregational meetings only if a quorum of *voting members* is present. (Per *C10.04*, ten percent of the voting members constitute a quorum.)

B3.04. The semiannual congregational meetings shall be conducted in-person, virtually, or both, as determined by the Congregation Council.

- a. Any *voting member* who participates in a meeting, either in-person or virtually, shall be considered present and shall have both voice and vote.

B3.05. Voting by proxy shall not be permitted at any congregational meeting.

B3.06. Resolutions regarding any sale, transfer, purchase, or encumbrance of any real estate owned by this congregation shall be presented for approval at a congregational meeting. The date of such approval shall be included in the resolution. Such approval shall precede the execution of any other final and binding documents relating to the transaction.

B3.07. Resolutions relating to the borrowing of funds other than funds of this congregation, shall be presented for approval at a congregational meeting. The date of such approval shall be included in the resolution. Such approval shall precede the execution of any other final and binding documents relating to the transaction.

Article Four - Congregation Council

B4.01. The Congregation Council shall consist of the pastor(s) and eight members of this congregation serving as: President, Vice President, Communications Officer, Finance Officer, Operations Officer, Grow Coordinator, Connect Coordinator, and Serve Coordinator.

- a. A ninth member may be added, if applicable, to fill the position of Youth Council Member at-Large, as stated *C12.01* in the constitution of this congregation.

B4.02. The Congregation Council is responsible for serving the congregation of Calvary Lutheran Church in the ways set forth in *Chapter 12* in the constitution of this congregation and by:

- a. Establishing congregational policy and ensuring all functions of the church are attended to.
- b. Maintaining focus on Calvary's vision and mission.
- c. Providing support and guidance to ministries.
- d. Maintaining an up-to-date financial policy.
- e. Reviewing annually the congregation constitution, bylaws, and continuing resolutions to ensure they reflect the current practices, mission, and vision of this congregation, as well as the requirements set forth by the Evangelical Lutheran Church of America (ELCA).
- f. Recognizing the vital role CNSCC plays in our church's mission and work to expand the relationship of the ministry we share.
- g. Continuing to evaluate and improve the way Calvary's Congregation Council works.

B4.03. Members who have served the maximum number of terms shall not be eligible for re-election or appointment to Council until one year has elapsed. (Per *C12.02*, members shall serve on the Congregation Council no more than two full terms consecutively.)

B4.04. A member elected by the Congregation Council to fill a vacancy under *C12.03* shall be eligible to be elected to the unexpired portion of the term plus one additional consecutive full term. A member elected by this congregation to fill the unexpired portion of a term shall be eligible for reelection to one additional consecutive term.

B4.05. The Congregation Council shall appoint a Treasurer who has voice but not vote at council meetings. The Treasurer's term shall be determined by the Congregation Council, and renewed annually at the organizational meeting. The treasurer may hold a council member position in addition to the role of treasurer.

Article Five - Electing Members of the Congregation Council

B5.01. The Nominating Committee (as determined by *C13.01* in the constitution of this congregation as a minimum of three *voting members* of this congregation appointed by the Congregation Council) shall be responsible for nominating candidates to fill positions on the Congregation Council.

a. The Nominating Committee shall nominate at least one qualified member for each open position on the Congregation Council. Other candidates may be nominated from the floor during the Annual Congregational Meeting. All nominees must be *voting members* of this congregation as set forth in *C8.02c*.

B5.02. Members of the Congregation Council other than the pastor(s) shall be elected by *voting members* present at the Annual Congregational Meeting.

a. The election of members to the Council shall be conducted on one written ballot. *Voting members* attending virtually shall vote via an online anonymous poll. Those candidates who receive the most votes shall be declared elected.

b. If only one candidate is nominated for each vacancy on the Congregation Council, a written ballot may be dispensed with, and the election may be conducted by a majority voice vote of all *voting members* in attendance, whether in-person or virtually.

c. If the number of nominations from the floor result in more nominees than council vacancies, a written ballot and virtual poll will be created in accordance with *B5.02.a* above.

B5.03. If a written ballot is used, the Council President, prior to the election, will appoint at least two tellers to disburse, collect, count, and verify all written and virtual votes. The results will then be given to the Council President for announcement to the congregation.

B5.04. The Congregation Council shall convene and hold a special organizational meeting following the Annual Congregational Meeting to review the positions and appoint the officers of the Council.

Article Six - Duties of the Congregation Council

Pastor, President, Vice President, Communications Officer, Finance Officer, Operations Officer, Grow Coordinator, Connect Coordinator, Serve Coordinator, Treasurer, and Youth Council Member at-Large.

B6.01. All official and legal documents of the congregation, including those evidencing the transactions referred to in B3.07 and B3.08, shall be signed on behalf of the congregation by the President or President's designee and one additional council member.

B6.02. The President shall:

- a. Lead all council and congregational meetings.
- b. Submit a report at the Annual Congregational Meeting concerning the major actions of the Congregation Council since the previous Annual Congregational Meeting.
- c. In the name of this congregation, sign resolutions, deeds, contracts, and other legal documents of the congregation and affix the seal of this congregation.
- d. Appoint, with the approval of the Congregation Council, all ministry and council committee chairs.
- e. Receive reports from all committees, task forces, and ministry teams.
- f. Build an agenda in consultation with the pastor and other council members and distribute said agenda prior to any council meeting or congregational meeting.
- g. Serve as a liaison to the pastor and other church staff.
- h. Communicate regularly with the congregation.
- i. Call special meetings of this congregation or the Congregation Council when deemed required, as stated in *C10.02* in the constitution of this congregation.
- j. Advise the Nominating Committee Chairperson of all Congregation Council openings at least 60 days prior to the annual election.
- k. Serve as a member of the CNSCC Board of Directors or appoint another member of Council to serve in the President's place.

l. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church while serving as President.

m. Turn over the above-mentioned records and other property belonging to the congregation when the President's term is over.

B6.03. The Vice President shall:

a. Fulfill the duties of the President in the President's absence, such as leading meetings, submitting reports, etc.

b. Ensure action items ("old business") are completed.

c. Assist President with issues and special projects as mutually agreed upon.

d. Familiarize self with committee, board and ministry functions, processes, and issues.

e. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church while serving as Vice President.

f. Turn over the above-mentioned records and other property belonging to the congregation when the Vice President's term is over.

B6.04. The Communications Officer shall:

a. Record and distribute minutes from council meetings and congregational meetings and add original of said minutes to this congregation's permanent archive.

b. Prepare a summary of actions taken at each council meeting to share with the congregation monthly via email.

c. Collect and distribute status reports and agenda for council meetings.

d. Gather information for reports distributed at congregational meetings.

e. Take attendance and verify quorums at Congregation Council and congregational meetings.

f. Initiate and sign official correspondence as directed by the Congregation Council.

g. Assist with publicizing congregation announcements and events to the congregation and outside community.

h. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church while serving as Communications Officer.

- i. Turn over the above-mentioned records and other property belonging to the congregation when the officer's term is over.

B6.05. The Finance Officer shall oversee (or delegate) the following processes:

- a. Weekly offering count and deposit into Calvary's designated banks accounts.
- b. Be the primary signer on all checking and savings accounts of this congregation and its ministries. Recommend to the Congregation Council, for its approval, persons designated to make deposits and transfer funds.
- c. Pay bills, synod commitments, and other financial obligations of this congregation as stated in the annual budget or continuing resolutions
- d. Administer this congregation's liability insurance coverage, in conjunction with council.
- e. Administer the salary and benefits plans for the pastor and members of the staff.
- f. Coordinate the recording of member contributions.
- g. Prepare and distribute semi-annual statements of contributions to all contributing members.

B6.06. The Treasurer shall:

- a. Reconcile the banks's monthly statements and keep record of deposit offering, gifts, and other income in the appropriate accounts or investments for the benefit of this congregation.
- b. Maintain the financial records of this congregation.
- c. Submit monthly to the Congregation Council a written financial report summarizing the income, receipts, disbursements, and accounts of this congregation.
- d. Submit an annual financial report and budget to the congregation at the Fiscal Congregational Meeting.
- e. Be present during audits to assist the Audit Committee and answer any questions that might arise during the audit process. Comply with any recommendations of the Audit Committee as approved by the Congregation Council.

B6.07. The Operations Officer shall:

- a. Organize and coordinate teams to maintain and preserve the buildings, grounds, equipment, supplies, and property of this congregation.

- b. Keep Council aware of the health of the physical plant.
- c. Act as liaison between Council and operations teams and volunteers.
- d. Coordinate and maintain a plan for capital improvement projects.
- e. Subject to the direction and supervision of the Congregation Council, work with finance to arrange for the purchase and acquisition of insurance for Calvary Lutheran Church and CNSCC.
- f. Work with church staff on an as needed basis to maintain the buildings, grounds, equipment, and property of this congregation, including keeping our permits and inspections up to date.
- g. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church while serving as Operations Officer.
- h. Turn over the above-mentioned records and other property belonging to the congregation when the officer's term is over.

B6.08. There shall be three ministry coordinators on council, one assigned to each of the following ministries: Grow, Connect, Serve. Each coordinator shall take on the responsibilities listed below as well as those listed in Article Ten (Organization: Ministries) of these bylaws.

Coordinators shall:

- a. Guide and support leadership and volunteers within their ministry.
- b. Communicate the needs, including funding, of their ministry to Council.
- c. Ensure all ministry teams are operating within the mission and the vision of the church.
- d. Help bring teams from different groups together toward a common goal.
- e. Identify unmet needs within the congregation and work with the pastor and Council to address those needs.
- f. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church while serving as coordinator.
- g. Turn over the above-mentioned records and other property belonging to the congregation when the coordinator's term is over.

B6.09. The Youth Council Member at-Large shall:

- a. Serve as a direct liaison between council and the youth/young adults of this congregation to ensure Calvary's youth/young adults are appropriately represented in the process of guiding the ministry of the congregation.
- b. Work with other ministry coordinators to build relationships with interested youth/young adults and increase their participation.
- c. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church while serving as Youth Council Member.
- d. Turn over the above-mentioned records and other property belonging to the congregation when the member's term is over.

B6.10. The Congregation Council shall purchase and maintain insurance for all facilities and on behalf of any person who is an officer, agent, employee, or member of the Congregation Council or committee, insuring that person against liability asserted against and incurred by such person working in that capacity on behalf of the congregation. The Congregation Council shall also purchase and maintain insurance for Calvary Nursery School and Child Care (CNSCC) that protects the school and church, including staff and facility. This insurance shall include, but not be limited to, negligence, injury, false arrest, libel or slander, violation of privacy and/or suspected child abuse.

Article Seven - Congregation Council Meetings

B7.01 As stated in *C12.11* in the constitution of this congregation, the Congregation Council shall normally meet once a month. A quorum, defined as a majority of the members of the Congregation Council, including the pastor, must be present for any business transaction or vote to be considered valid.

- a. An agenda for each meeting shall be prepared and distributed to members of the Council in advance of the meeting. The agenda shall be approved with or without amendment by the members present as the first order of business at that meeting.
- b. Council meetings may be held by remote communication, including electronically and by telephone conference, per *C12.13*.

B7.02. Minutes shall be kept of the actions taken and the reports received at each Congregation Council meeting. Upon approval by the Council at a subsequent meeting, those minutes shall be the permanent and official record of the meeting to which they relate. A summary of each meeting, with confidential matters excised, shall be communicated to the congregation as soon as possible after the meeting to which they relate.

B7.03. Any member of this congregation may attend any meeting of the Congregation Council, except those meetings or portions of meetings declared, by majority vote of the Council, to be in closed session.

Any member in attendance may, at the discretion of the President, be accorded voice at an appropriate place in the agenda but shall have no vote.

B7.04. The Congregation Council may make motions and vote on motions by electronic mail (or other suitable technology) in order to expedite church business. In no case should topics requiring confidentiality be discussed using unsecured electronic methods.

- a. All Council members shall be notified and given at least 48 hours to respond to any motion distributed electronically.
- b. The presiding officer shall ensure adequate discussion takes place to resolve outstanding questions about the motion.
- c. If significant discussion takes place, the motion shall be re-stated before a final vote.
- d. The motion and vote shall be entered into the Council's minutes and confirmed by approval of said minutes at the next meeting.

Article Eight - Congregation Organization: Committees, Ministries and Task Forces

B8.01. The programs of this congregation shall be carried out through such ministries and standing committees as deemed appropriate by the Congregation Council. The existence, responsibilities, and actions of each ministry and committee shall be subject to the periodic review and approval of the Congregation Council.

B8.02. The programs of this congregation shall embrace our individual differences and actively ensure these values and principles, including those of inclusivity and diversity of the NJ Synod and the ELCA, are reflected in the leadership, composition, and actions of the ministries and committees of this congregation.

B8.03. There shall be six standing Council committees, the purpose, and responsibilities of which shall be as described in *Article Nine* of these bylaws. Council Committees shall report directly to the Congregation Council through their chairs. The pastor(s) shall be an ex officio member of each committee. (*Finance, Memorials, Mutual Ministry, Nominating, Audit, and Call Committees*)

B8.04. The vision and mission of this congregation shall be carried out through three ministries as defined by the Congregation Council and described in *Article Ten* of these bylaws. A council member will serve as chair of said ministry and as a liaison to Council. The pastor(s) shall be an ex officio member of each ministry. (*Grow, Connect, and Serve Ministries*)

B8.05. The Congregation Council, or any ministry with the approval of the Congregation Council, may appoint a task force or study group for a specific purpose. Such a group shall continue in existence until its purpose has been completed, but in no event for longer than one year without reappointment. The chairperson of any task force shall be appointed by the Council President or chairperson of the organizational entity that creates it, subject to the approval of the Congregation Council.

B8.06. Unless otherwise stated, any confirmed, *voting*, associate member, or seasonal member of this congregation may serve on any ministry team, committee, or task force. The pastor(s) shall be an ex officio member of every established group.

B8.07. No ministry, committee, or task force shall exceed its budget nor raise funds without the approval of the Congregation Council.

B8.08. The Congregation Council may establish a new committee, ministry team, or task force when deemed necessary. Each new group shall have a defined purpose and specific responsibilities.

B8.09. Any officer elected or appointed by the Congregation Council, or any chairperson of any ministry, committee, or task force, may be removed from office at any time by a majority vote of the Congregation Council.

B8.10. The Congregation Council shall encourage the organization of a variety of voluntary small groups. These shall be organized based on their participants' self-interest, and they shall be of varied duration. The participants shall select their own leaders and report to the Congregation Council. There shall be no restrictions upon length of participation on the part of the leaders, conveners, or members of the various small groups, but at least once a year the participants shall evaluate their activities and decide whether to renew or discontinue their participation.

Article Nine - Congregation Organization: Council Committees

B9.01. Finance Committee

The Finance Committee is a standing committee organized to assist in the financial matters of the church including, but not limited to:

- a. the counting, recording, and depositing of the weekly offering.
- b. reviewing insurance coverage for the life of the congregation and facility needs, and present review and any recommendations for council approval.
- c. keeping records of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church.

B9.02. Memorials Committee

The Memorials Committee is a standing committee organized to maintain the Memorial Garden and to receive and acknowledge memorial gifts of money and gifts in kind on behalf of the congregation.

The Memorials Committee shall:

- a. Oversee and maintain the Calvary Memorial Garden. Update, as needed, interment

procedures and needs/costs associated with perpetual care.

- b. Manage and spend memorial funds, with council approval, in a manner consistent with the needs and ongoing mission of the congregation.
 - 1. Gifts to the Memorial Fund can be given in memory of specific individuals, in observance of a special occasion, or in thankfulness to God. The funds in this account are controlled by Council, and any use of these funds must be approved by motion of the Council.
 - 2. Monies given to the Memorial Fund will be used for the needs and ongoing mission of the congregation, as determined by the Congregation Council. Special requests may not be honored.
- b. Establish expenditure and acquisition guidelines.
- c. Maintain a record of all memorial gifts and provide acknowledgement of those gifts.
- d. Determine, in advance of acceptance, the suitability of offered gifts in kind.
- e. Maintain a congregational wish list.
- f. Work with finance, council and any stewardship teams to establish programs encouraging memorial gifts, deferred and estate giving.
- g. Manage the Otto and Betty Sickert Scholarship, a monetary award for which any Calvary member or employee who is majoring in a human service profession such as teaching, medicine, nursing, social work, counseling, physical therapy, or ministry is eligible.
- h. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) for which the Memorials Committee is responsible.

B9.03. Mutual Ministry Committee

The Mutual Ministry Committee is a standing committee organized to foster and maintain supportive relationships with the pastor(s) and professional staff. As stated in *C13.02* in the constitution of this congregation, members of the Mutual Ministry Committee shall be appointed jointly by the President and the pastor(s).

The Mutual Ministry Committee shall:

- a. Ensure effective communication among the pastor, staff, congregation, and Congregation Council.
- b. Assist the staff in an annual evaluation of their calling, appointment, or employment.
- c. Counsel the pastor and/or staff in relations with congregation members.

- d. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) for which the Mutual Ministry Committee is responsible.

B9.04. Nominating Committee

As stated in *C13.01*, the Nominating Committee shall consist of three voting members of this congregation appointed by the Congregation Council. The council President will inform the committee of council vacancies 60 days in advance of the Annual Congregational Meeting. The Nominating Committee will prepare a list of candidates for election to the Congregation Council as well as help the Council find replacements for mid-term vacancies. The Nominating Committee will also, on request, provide a list of qualified candidates to serve on the Audit Committee. To complete these tasks the Nominating Committee will:

- a. Identify, with the Congregation Council, the talents required to serve organizational needs, if any.
- b. Communicate those needs to this congregation prior to beginning its selection process and request expressions of interest in service to the congregation.
- c. Identify persons with leadership qualities and/or the talents required and specifically invite their service.
- d. Prepare a list of candidates that reflects the diversity of the membership of this congregation.
- e. Keep a record of all actions and procedures undertaken by this committee while in-service and turn over the above-mentioned records to the council when the Nominating Committee has completed its assigned tasks.

B9.05. Audit Committee

Per *C13.02*, three voting members shall be appointed by the Congregation Council to serve as the Audit Committee. At least two members of the committee must be present at any audit, and both shall sign the congregational and synodical audit reports. Neither the Treasurer, the Financial Officer, the chair of the Memorials Committee, nor any member of the Congregation Council or finance positions, shall be a member of the committee. However, the Treasurer, the Financial Officer, and chair of the Memorials Committee or any finance position shall make themselves available to the audit committee during any audit. The Audit Committee will provide such controls as are necessary to assure that all financial reports and records of this congregation are consistent with generally accepted reporting standards. Report to the congregation council and congregation the results of any such audit.

B9.06. Call Committee

The Call Committee shall be made up of six *voting members* appointed by the Congregation Council for the sole purpose of calling a new pastor. The committee will terminate as soon as the new pastor is installed. (*C13.04*). The Call Committee will:

- a. Follow all guidelines of the pastoral call process as set forth by the New Jersey Synod of the ELCA.
- b. Be allowed to meet in confidential sessions and maintain confidentiality regarding discussions of potential candidates.
- c. Have the authority to appoint one or two youth/young adults as advisory members of the Call Committee.

Article Ten - Organization: Ministries

B10.01. Grow Ministry

Worship, Education, Nursery School

The Grow Ministry Coordinator shall lead the Grow Ministry in creating opportunities for members of all ages of this congregation to develop and grow their faith through worship and education.

The Grow Ministry:

- a. Plans, conducts, promotes, and evaluates this congregation's educational programs.
- b. Helps coordinate this congregation's worship services, supports its music ministry and provides for the inventory and care of its banners, robes, altar cloths, musical instruments, and worship materials.
- c. Works with the director of Calvary Nursery School and Child Care (CNSCC) to create activities, including chapel times and graduations, for the children and families of the school that allow them to interact with the pastor(s) and engage them in the life of the church. Possibly acts as a liaison between CNSCC and the Congregation Council.
- d. Ensures that at least two adults from the congregation are present at all youth educational opportunities.
- e. Coordinates annually the faith milestone traditions that Calvary embraces, including, but not limited to, Bible Sunday, First Communion, and Confirmation.

B10.02. Connect Ministry

Fellowship, Caring, Youth

The Connect Ministry Coordinator shall lead the Connect Ministry in creating opportunities for members of all ages of this congregation to come together in fellowship to build each other up in God's love. The Connect Ministry:

- a. Plans, coordinates, conducts, and evaluates fellowship activities and events designed to bring

this congregation or members with like interests together for entertainment, recreation, celebration, or inspiration.

b. Works to identify areas of emerging special needs or interests within this congregation and plan events accordingly.

c. Ensures that at least two adults from the congregation are present at all youth gatherings.

d. Oversees the following ministries:

(1) Caring Ministry - supports the needs of and cares for the members of this congregation who are going through life changes (births, deaths, sickness, etc.) and provides outreach to members' friends and family. Includes such things as prayerful support, providing meals, and sending cards and care packages. Maintains this congregation's prayer list. Coordinates Lay Ministers to serve Holy Communion to this congregation's shut-ins. Keeps a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church.

(reviewed by Pat Jurpalis)

(2) The Prayer Shawl Ministry - knits and crochets shawls and other items of clothing to share the warmth of God's love with those in need of care and support, and coordinates with the Caring Committee in their distribution. Uses its Calvary account and its budgeted funds and financial gifts with discretion. Keeps a record of organizations it contributes to and items donated, as well as all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church.

(reviewed by Mary Wislocki and Robin Marko)

(3) Youth Ministry - supports the planning and conducting of youth programs meant to bring together the youth and young adults of this congregation in God's love and leads this congregation's efforts to include the youth in all facets of congregational life. Keeps a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church.

B10.03. Serve Ministry

Outreach, Evangelism, Stewardship

The Serve Ministry Coordinator shall lead the Serve Ministry in creating opportunities for members of all ages of this congregation to use their time, talents, and treasure to serve those in need in our church family, our community, and the world. In and through our service, we use our hands to do God's work believing the act of service, in every daily calling, in every corner of life, flows freely from a living, daring confidence in God's grace. The Serve Ministry:

a. Identifies and carries out the programs that respond to human needs, advocate dignity and justice, promote peace, increase global awareness, and guide this congregation in its community

and ecumenical involvement.

- b. Maintains a list of all service organizations this congregation supports and proposes new groups the congregation can assist, especially those that align with the expressed interest of the congregation.
- c. Works to identify areas of emerging special needs or interests within the congregation and plans events accordingly.
- d. Plans programs that respond to the needs of the local community and works with the pastor to establish and monitor channels through which these needs can be known.
- e. Coordinates this congregation's efforts to reach out to all people to bring them to faith in Christ. Works to re-energize its inactive members, to recognize visitors, and to provide for the inclusion of all new members into the life of the congregation.
- f. Directs efforts to challenge, equip, inspire, and support members of this congregation as they carry out their calling in daily life.
- g. Educates and motivates members to provide support, through their time, talents, and finances, for the ministry of this congregation, the New Jersey Synod, and the Evangelical Lutheran Church in America. Plans and carries out this congregation's program to seek commitment of that support.
- h. Keeps a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the church.

B10.04. Calvary Nursery School and Child Care

Calvary Nursery School and Child Care is a ministry of the congregation of Calvary Lutheran Church. The school's mission is to provide an environment which supports the growth of the whole child in developmentally appropriate ways and helps children to experience and learn about God's love through Jesus Christ.

- a. Calvary Nursery School and Child Care shall be a 501 (C) (3), exempt for the purposes of religious and educational advancement.
- b. For the purpose of these bylaws and accompanying continuing resolutions, Calvary Nursery School and Child Care is hereinafter designated as "CNSCC" or "this school".
- c. The CNSCC Board of Directors is, in general, responsible for the efficient management and operation of the school in order to achieve its purpose effectively and efficiently. Details of how the board is elected and operates can be found in the CNSCC Bylaws and Board of Directors Manual.

- d. The Board of Directors, Congregation Council and the pastor will work as partners to accomplish the mission and vision of the school, working together in Christ. Working together in Christ gives the assurance of forgiveness, of hope and strength, and of success and blessing.
- e. The current Congregation Council President (or the president's appointee) and the pastor shall be members of the CNSCC Board of Directors with both voice and vote but neither may serve as an officer.
- f. This congregation and the school will together develop policies and procedures determining how the church facility will be used by each entity. This "Shared Usage Agreement" shall be reviewed annually by the Congregation Council and CNSCC Board of Directors to ensure it reflects the current practices, mission, and vision of the school.

Article Eleven - Membership

B11.01. As stated in the constitution (*C8.01*), members of this congregation shall be those baptized or confirmed persons on the roll who have communed in this congregation and have made a contribution of record to this congregation during the current or preceding calendar year.

B11.02. Congregational membership:

- a. Persons presenting Letters of Transfer showing them to be members in good standing at another Lutheran church shall become members of this congregation as soon as their letters have been received and accepted by the pastor. Their names shall be reported to the congregation and the Congregation Council.
- b. Other persons shall be presented by the pastor to the Congregation Council, which shall ascertain whether they meet the requirements set forth in this congregation's constitution and bylaws. If found to have met these requirements, they shall be received into membership and their names reported to the congregation.
- c. New member orientation will be offered by the congregation and all new members shall be encouraged to attend.

B11.03. Change in Status: Members who move away shall be encouraged to transfer their membership. Confirmed members in good standing desiring to change their membership to another Lutheran congregation shall, upon request, receive a Letter of Transfer.

B11.04. Membership Review: Each January, the pastor(s), parish manager, financial officer (or their designee), a Congregation Council member, and a voting member of the congregation shall review the roll of confirmed members for the purposes of determining *voting members* and recommending to the Congregation Council which member(s) should be removed from the roll due to inactivity per *B11.01*.

B11.05. Membership Removal: Members who have been deemed inactive and recommended for removal will be notified and encouraged to either become active or to indicate their desire to be removed from the roll. This removal will take place sixty days after contact unless (1) there is reason not to remove them, as recommended by the pastor(s) and approved by the Congregation Council, or (2) they have received communion or made a contribution of record within the sixty days. These actions can take place only if there is a pastor under call to serve this congregation or a person serving under synodical administration at the appointment of the Bishop of the Synod.

B11.06. A member removed from the roll shall be received back into membership at the discretion of the pastor, including attendance at all or some of the pastor's new members' class.

B11.07. A person whose application for confirmed membership is denied under *C8.03* of the constitution of this congregation shall be informed by the Congregation Council in writing of the reasons for such denial and shall be advised of the procedure to be followed in the event an appeal is to be made. Such procedure shall be in harmony with *Chapter 15* of the constitution of this congregation.

Article 12

Amendment of Bylaws

B12.01. These bylaws are subject to amendment in accordance with the procedure set forth in Chapter 17 of the constitution.



BYLAWS OF CALVARY NURSERY SCHOOL AND CHILD CARE
CRANFORD, NEW JERSEY 07016
Working draft v2

Article One
Name and Incorporation

B1.01. The name of this school shall be Calvary Nursery School and Child Care (CNSCC) of Cranford, New Jersey. Located at 108 Eastman Street, Cranford NJ 07016.

B1.02. Calvary Nursery School and Child Care shall be a 501 (C) (3), exempt for the purposes of religious and educational advancement.

B1.03. The purposes of Calvary Nursery School and Child Care are exclusively charitable. In pursuing such purposes, the school shall not act so as to impair its eligibility for exemption under Section 501 (C) (3) of the Internal Revenue Code of 1986, as amended.

B1.04. For the purpose of these bylaws and accompanying continuing resolutions, Calvary Nursery School and Child Care is hereinafter designated as "this school".

Article Two

Vision and Mission Statements

B2.01. Our Mission

This school is a ministry of the congregation of Calvary Lutheran Church, created in 1993, to provide an environment which supports the growth of the whole child in developmentally appropriate ways and helps children to experience and learn about God's love through Jesus Christ.

B2.02. Our Vision

We are a school that inspires and emboldens all people to live in faith and share their gifts in a way that expresses God's love.

- a. To encourage children to acquire self-esteem, concern for others, a sense of community and a spirit of sharing.
- b. To faithfully foster creativity, exploration, self-discipline, and a love of learning.
- c. To assist parents in guiding the development of their children.

Article Three

Board of Directors

B3.01. The Calvary Nursery School and Child Care Board of Directors, herein referred to as “the board”, is, in general, responsible for the efficient management and operation of the school in order to achieve its mission and vision effectively and efficiently.

B3.02. The Board of Directors, Calvary Congregation Council and the pastor will work as partners to accomplish the mission and vision of the school, working together in Christ. Working together in Christ gives the assurance of forgiveness, of hope and strength, and of success and blessing.

B3.03. The Board of Directors shall consist of at least six active members of Calvary Lutheran Church, in addition to the current Congregation Council President (or the President’s appointee), the pastor and the school director. The number of board members may be changed to an odd number by resolution of the board. A maximum of two parents of currently enrolled school students can serve on the board at any one time.

- a. The Congregation Council President (or the President's appointee), may serve as council liaison for the school.
- b. Ex-officio non-voting members shall consist of the School Director, Congregation Council President and the pastor and any appointees.
- c. A majority of the current Board of Directors will constitute a quorum.

B3.04. Board members shall serve a term of three years, beginning and ending in July. Board members are limited to serving two consecutive regular terms, in addition to serving an unexpired term. To ensure continuity, terms will not expire simultaneously. The treasurer of Board of Directors may be reappointed to the board an unlimited number of times.

B3.05. No member of the Board of Directors shall receive a salary or compensation from the school for serving on the board.

B3.06. Any member of the board may be removed by the Board of Directors through a majority vote of the members when a quorum is present whenever, in its judgment, the best interests of the school would be better served by the member’s removal.

B3.07. Board members are expected to attend all regularly scheduled board meetings. If a member misses three consecutive regularly scheduled board meetings without excuse, a letter of intent from that member concerning their participation must be submitted to the School Board President. The President will decide the course of action in conjunction with the board. Absence from three consecutive meetings without valid reason may be cause for removal.

B3.08. The board's specific responsibilities include, but are not limited to:

- a. Maintaining focus on the school's vision and ensuring the school's mission is in harmony with the mission of Calvary Lutheran Church.
- b. Developing school policies and guidelines in accordance with Calvary Lutheran Church's policies and state legal requirements that guide and direct the School Director in the daily management and operation of the school.
- c. Annually reviewing and setting the cost of tuition and fees.
- d. Stay connected to the Congregation Council via the Congregation Council president.
- e. Hiring, supervising, and supporting the School Director and office staff.
- f. Safeguarding the funds and maintaining an up-to-date financial policy.
- g. Reviewing annually the school's staff and parent handbooks, bylaws, shared usage agreement, and continuing resolutions to ensure they reflect the current practices, mission, and vision of this school.
- h. Assist in the marketing strategy and promotion of the school.
- i. Continuing to evaluate and improve the way this school's Board of Directors works.

Article Four

Appointing/Electing the Board of Directors

B4.01. When there is a vacancy on the Board of Directors, the congregation will be made aware through a notice in the Sunday Bulletin. Any active member of Calvary Lutheran Church who wishes to be considered shall submit an application to the Congregation Council President.

B4.02. The Congregation Council President will submit all candidates to the Nursery School Board of Directors for discussion and recommendation. The applicants will be presented to Congregation Council for approval.

B4.03. If a member of the board resigns, the vacancy filled will be considered an unexpired term, with a term limit of one year.

B4.04. Any vacancy occurring on the Board of Directors may be filled by the affirmative vote of a majority of the remaining directors. A member elected to fill a vacancy shall be elected for the unexpired term of their predecessor.

Article Five

The Officers of the Board of Directors

B5.01. The board officers shall be President, Vice-President, Secretary and Treasurer. Officers will be members of the Board of Directors, excluding the Congregation Council President (or the President's appointee) and the pastor, and will be elected by majority vote at the June board meeting to serve a one-year term. Officers may be re-elected to the same office but not for more than three consecutive years.

B5.02. Any officer of the board may be removed by the Board of Directors through a majority vote of the members when a quorum is present whenever, in its judgment, the best interests of the school would be better served by the officer's removal.

B5.03. Any officer may resign at any time by giving written notice to the Board of Directors or the board president.

B5.04. Officer vacancies shall be filled by the Board of Directors as soon as possible.

Officer Responsibilities

B5.05. The President shall:

- a. Maintain the monthly meeting schedule.
- b. Work with the School Director to plan and set meeting agendas.
- c. Conduct meetings, ensuring all agenda items receive adequate hearing and are addressed in an efficient manner and that all members have an equal opportunity to share their opinions.
- d. Provide a copy of the school's staff and parent handbooks, bylaws and Board of Directors Manual to all board members.
- e. Together the Vice-President and Congregation Council President review the School Director's performance and recommend organization changes.
- f. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the school while serving as President.
- g. Turn over the above-mentioned records and other property belonging to this school when the President's term is over.

B5.06. The Vice-President shall:

- a. Fulfill the duties of the President in the President's absence, such as leading meetings, submitting reports, etc.
- b. Ensure action items ("old business") are completed.
- c. Assist President with issues and special projects as mutually agreed upon.
- d. Together with the President and Congregation Council President review the School Director's performance and recommend organizational changes.
- e. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the school while serving as Vice President.
- f. Turn over the above-mentioned records and other property belonging to the school when the Vice President's term is over.

B5.07. The Secretary shall:

- a. Record minutes from board meetings and add original of said minutes to the school's permanent archive.
- b. Ensure that members have a copy of the minutes of the previous meeting, as well as any other information pertinent to the items listed on the agenda of the current meeting.
- b. Handle and maintain a record of all correspondence and documentation.
- c. Prepare a summary of actions taken at each board meeting to share with the congregation council.
- d. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the school while serving as Secretary.
- e. Turn over the above-mentioned records and other property belonging to the school when the officer's term is over.

B5.08. The Treasurer shall:

- a. Prepare and present monthly and quarterly financial statements.
- b. Help in preparing the annual budget.
- c. Prepare and submit the school's financial report for inclusion in the church's annual fiscal report to the congregation.
- d. Oversee the adherence to the annual budget as voted on by the board.
- e. Evaluate school financial matters and present recommendations to the Board of Directors for action, including on how to plan for the school's future financial needs.
- f. Maintain a master file of all monthly financial statements (i.e., balance sheet, income statement, budget reports).
- g. Keep a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the school while serving as Treasurer.
- h. Turn over the above-mentioned records and other property belonging to the school when the officer's term is over.
- i. Establish and maintain a salary scale for teachers.

Article Six

Board of Directors Meetings

B6.01. The Board of Directors shall normally meet once a month. A quorum, defined as a majority of the members, must be present for any business transaction or vote to be considered valid.

- a. An agenda for each meeting shall be prepared and distributed to members of the board in advance of the meeting. The agenda shall be approved with or without amendment by the members present as the first order of business at that meeting.
- b. Board meetings may be held by remote communication, including electronically and by telephone conference. Members may vote in-person or electronically. Members are not permitted to vote by proxy.

B6.02. Minutes shall be kept of the actions taken and the reports received at each Board of Directors meeting. Upon approval by the board at a subsequent meeting, those minutes shall be the permanent and official record of the meeting to which they relate.

B6.03. The School Director will attend board meetings with voice but no vote.

B6.04. The Board of Directors may make motions and vote on motions by electronic mail (or other suitable technology) in order to expedite school business. In no case should topics requiring confidentiality be discussed using unsecure electronic methods.

- a. All board members shall be notified and given at least 48 hours to respond to any motion distributed electronically.
- b. The presiding officer shall ensure adequate discussion takes place to resolve outstanding questions about the motion.
- c. If significant discussion takes place, the motion shall be re-stated before a final vote.
- d. The motion and vote shall be entered into the board's minutes and confirmed by approval of said minutes at the next meeting.

B6.05. The board president may call a special meeting of the board of directors at any time, including at the request of the School Director.

Article Seven

School Committees

B7.01. As needed, board members may organize into focused committees to serve a specific purpose. Any member appointed to serve on a committee agrees to take on and fulfill the responsibilities of said position.

a. Each committee will consist of a Chair and members. The chair may be a member of the board, or a member of the congregation appointed as chair by the board.

(1) One member of the board may serve as Chair of more than one committee.

(2) Any committee chair who is not already a member of the board must attend board meetings.

(3) Committee members must be active church members, but do not need to sit on the Board of Directors.

Article Eight

School Director

B8.01. The School Director shall be hired by the Board of Directors.

B8.02. The School Director shall be an ex-officio member of the Board

B8.03. The School Director's responsibilities shall include, but not be limited to:

- a. Implement all federal, state and local licensing requirements, assuring Calvary Nursery School and Child Care is licensed in good standing by the State of New Jersey, Department of Children and Families and operated in full accordance with the provision thereof and the total educational program of the school is consistent with our Grow New Jersey rating as an overall high-quality preschool program.
- b. Carrying out the mission and vision of the school as set forth in these bylaws.
- c. Serve as the chief administrative officer of CNSCC, organize and direct the work of CNSCC's office.
- d. Assume responsibility for the educational and spiritual program of the school and work with the school board to implement curriculum with select staff, develop policies, set goals, and recommend changes as needed.
- e. Be responsible for employing, training, supervising and evaluating all CNSCC employees.
- f. Conduct regular staff supervision and annual staff evaluations, including personal and professional growth plans(PIP) which affirm strengths and encourage growth.
- g. Provide opportunities for staff development and in-service staff training.
- h. Receive and review applications for student enrollment and assume the primary responsibility for new family orientations and overall enrollment/ classroom assignments.
- i. Oversee appropriate relationships among parents, children, teachers, pastor, congregation and community.
- j. Be responsible for classrooms and the program's environments and developmentally appropriate ambiance.
- k. Establish strong lines of communication with staff, school families, church, and community that conveys organizational developments, the Christian mission of this school, and the vision for the future.
- l. Be responsible to the School Board as a body, serve as an ex-officio member of the board, attend monthly School Board meetings, provide guidance to, status reports and work with the governing board to develop an annual budget.
- m. Form partnerships and establish effective working relationships with the Cranford community, local public and private schools and the Lutheran School's Association nationwide community to create a presence and sense of connectedness.

- n. Maintains a personal program of professional growth through conferences, readings and participation in staff development programs.
- o. Encourage school families to participate in our Calvary Lutheran Church or other faith community of their choosing.
- p. Be responsible for the maintenance and upkeep of the physical facilities of the program space and make recommendations to the governing board regarding ongoing and special facility's needs.
- q. Plan and implement a safety program for the program in accordance with local emergency services personnel.
- r. Prepare policies for approval by the School Board for the staff handbook and parent handbook.
- s. Plan and implement the school calendar and program enhancement opportunities such as special guests and programming for approval by the School Board.
- t. Work with teachers in relation to student evaluations and communication of progress, abilities and special needs to parents.
- u. Attend monthly School Board meetings and provide status report.

Article Nine

Liability and Indemnification

The school, either on its own or in conjunction with the church, will maintain insurance that meets all state and federal legal and licensing requirements and that:

- a. Protects the school and church if the staff or facility is found to be negligent.
- b. Pays for care if a child or staff member is injured at the school.
- c. Protects the members of the board in the event the school is sued for negligence.
- d. Protects the school from claims related to false arrest, libel or slander, or violation of privacy. This policy would also include lawsuits related to the reporting of suspected child abuse.
- e. Protects the facility and its contents.

Article Ten

Amendment of Bylaws

These Bylaws may be amended by a majority vote of the voting members present at any meeting, provided ten-days written notice of the proposed amendments is given along with the call of the meeting at which action is to be taken.

Appendix

These bylaws are included for consideration of how to grow our board. Most of these functions are being performed by employees of the school and/or by board members, but not currently as formal committees.

Article Seven School Committees

B7.02. The Finance Committee is a (potential) committee organized to assist in the financial matters of the school. The Board Treasurer shall be a member of this committee, as well as the bookkeeper. The committee's responsibilities include, but are not limited to:

- a. Formulating and recommending finance policy, including investment account types, limits, authorization/account maintenance documentation, and a cash control procedure.
- b. Putting together the annual budget.
- c. Keeping a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the school.

B7.03. The Personnel Committee is a (potential) committee organized to assist in the human resource matters of the school including, but not limited to:

- a. Creating job descriptions for all school employees and interviewing candidates.
- b. Preparing letters of intent for teaching positions which include written notification for terms of employment and all school policies.
- c. Ensuring personnel records are maintained.
- d. Performing an annual compensation review to determine salary increases and honorariums for staff. Recommendations are provided to the Finance Committee for budget inclusion.
- e. Keeping a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the school.

B7.04. The Policy Committee is a (potential) committee organized to develop policies and procedures which assist the school, the School Director, and the Board of Directors to accomplish the mission and vision of the school including, but not limited to:

- a. Reviewing and updating the rules governing the Board of Directors and committees of this school.

b. Maintaining and issuing the Board of Directors Manual with the approval of the Congregation Council.

c. Keeping a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the school.

B7.05. The Education Committee is a (potential) committee organized to oversee the curriculum and instruction of the school including, but not limited to:

a. Developing the curriculum and/or recommending resources needed to fulfill the school's purpose and meet state requirements, updating the Curriculum Guide accordingly.

b. Developing, reviewing, and updating the Parent Handbook on an annual basis.

c. Keeping a record of all activities and time sensitive duties (especially those that repeat yearly) that happen in the life of the school.

B7.06. The Board of Directors may appoint a committee, task force or study group for a specific purpose. Such a group shall continue in existence until its purpose has been completed, but in no event for longer than one year without reappointment. The chairperson of any task force shall be appointed by the President, subject to approval by the Board of Directors.

B7.07. No committee or task force shall exceed its budget nor raise funds without the approval of the Board of Directors.

B7.09. Any officer elected or appointed by the Board of Directors, or any chairperson of any committee or task force, may be removed from office at any time by a majority vote of the board.

B7.10. The programs of this school shall embrace our individual differences and actively ensure the values and principles, including those of inclusivity and diversity, are reflected in the leadership, composition, and actions of the Board of Directors, committees, and employees of this school.

B7.11. The existence, responsibilities, and actions of each committee shall be subject to the periodic review and approval of the Board of Directors.



Board of Directors' Manual
January 2024
Calvary Nursery School and Child Care
108 Eastman Street
Cranford, New Jersey 07016

INTRODUCTION

Calvary Nursery School and Child Care (CNSCC) is a ministry of the congregation of Calvary Lutheran Church (CLC) created to provide an environment which supports the growth of the whole child in developmentally appropriate ways and helps children to experience and learn about God's love through Jesus Christ.

Calvary Nursery School and Child Care is a recognized member of the Evangelical Lutheran Education Association, an organization which primarily supports, empowers, and resources schools, early learning centers, and their connected congregations.

The Calvary Nursery School and Child Care Board of Directors is responsible for the administration of this very extensive ministry within the congregation. The CNSCC Board of Directors Manual assumes that the Board of Directors, the Calvary Lutheran Church congregation council, Calvary's committees/ministries, and the pastor will work together in Christ to accomplish the mission and vision of the school as stated in the current bylaws of both organizations. Working together in Christ gives the assurance of forgiveness, of hope and strength, and of success and blessing.

The **mission** of CNSCC and the Board of Directors: We are a ministry of the congregation of Calvary Lutheran Church, created in 1993, to provide an environment which supports the growth of the whole child in developmentally appropriate ways and helps children to experience and learn about God's love through Jesus Christ.

It is the **vision** of CNSCC and the Board to ensure the following program objectives are met:

- To encourage children to acquire self-esteem, concern for others, a sense of community, and a spirit of sharing.
- To faithfully foster creativity, exploration, self-discipline, and a love of learning.
- To assist parents in guiding the development of their children.

ROLE AND FUNCTION OF THE BOARD

As stated in the bylaws, the Board of Directors is, in general, responsible for the efficient management and operation of the school to achieve its *mission* effectively and efficiently. The board shall normally meet once a month. As stated in the bylaws, a quorum of the members must be present for any business transaction or vote to be considered valid.

Board Obligations:

- Keep CNSCC's focus on the *mission* and *vision* set forth in the bylaws and in cooperation with Calvary Lutheran Church. Help students, parents, teachers, staff, and congregation members to fulfill that *mission*.
- Manage the school's ministry, recognizing that good management and responsible decision-making often require gathering adequate information, following democratic processing, and dealing forthrightly with vested interests.
- Advocate for the ministry and needs of the school's staff and students to the congregation and community. In speaking for and about the school, board members will strive to focus on progress, improvement, growth, and accomplishment of purpose. This does not suggest that they hide or ignore negative factors that may be present, if any; these will be dealt with in confidentiality and, when necessary, with Christian confrontation.
- Establish and review school policies and guidelines in accordance with Calvary Lutheran Church's policies and state legal requirements that guide and direct the School Director in the daily management and operation of the school, including the policies outlined in the Parent and Staff handbooks.
- Annually review and set the cost of tuition and fees.
- Hire, supervise, and support the School Director and office staff.
Prepare and periodically review the School Director's and Bookkeeper's job descriptions which lists the major responsibilities of the School Director and office staff.
- Monitor finances.
- Maintain and update short-term and long-range strategic plans and goals.
- Communicate on a regular basis with the Calvary Lutheran Church congregation council and the congregation in general.
- Work with the congregation and its ministries/committees to find ways to link the school and the church.
- Assist in marketing strategy and promotion of the school.

- Review annually the school's bylaws, shared usage agreement, Board of Directors' Manual, and continuing resolutions to ensure they reflect the current practices, *mission*, and *vision* of this school.

Individual Board Member Responsibilities:

- Continually pray for board members, CNSCC staff, volunteers, students and their families, the pastor and congregation.
- Attend meetings regularly and show commitment to all board activities.
- Be well informed on issues and agenda items in advance of meetings.
- Contribute skills, knowledge, and experience when appropriate.
- Listen respectfully to other points of view.
- Participate in program decision making.
- Assume leadership roles in all board activities, including fundraising.
- Represent and advocate for CNSCC to the congregation and the community.
- Provide significant witness to members of the school and congregational family. Members' positive witness contributes to the school's image and the accomplishment of its ministry and purpose. Members shall always seek to edify and uphold one another and all members of the school family.
- Educate yourself about the needs of the children and families you serve.
- Maintain confidentiality on all matters.

BOARD GOVERNANCE POLICIES

The major responsibility of the board is to achieve the school's *mission statement* by keeping the focus on the congregation's *mission* and *vision* for the school.

The Board should thoughtfully and efficiently govern the organization to reach long-term goals in a manner consistent with the productive use of people and resources, while addressing current and short-term issues as needed.

Board Governance Policies:

- The Board must speak as one voice to the director, staff, congregation, and public. Individual board members only have authority as explicitly delegated by the full board.
- Board meetings must follow a planned agenda.
- The board must hold the School Director responsible for the division of work and accountability issues regarding the day-to-day operating procedures of the school.
- Every policy developed by the board should be judged against the *mission* of the program and Calvary Lutheran Church's mission for the program.
- The board must establish, and may redefine, policies in all CNSCC programs.
- When board members act as volunteers to help get jobs done, they are volunteers, individuals under the supervision and control of staff.
- As stated in the bylaws, the board must annually evaluate the way this school's Board of Directors works. This assists the board in strengthening and energizing the board for the next years' work.
- All new board members will participate in an orientation prior to attending their first board meeting. This orientation will include the following: discussion of the school's *mission*, history, board policies, staff and parent policies, and other miscellaneous information. A tour will also be conducted as part of this orientation. The orientation will be conducted by the director and current board chairperson. Current board members are encouraged to participate.
- Board members must be free from conflict of interest. Although there may be instances where the organization chooses to purchase goods or services from a board member, the use of influence for personal gain is unethical. Any board member who thinks they may have a conflict of interest on any issue before the board should state the concern prior to any discussion and/or vote. This is a matter of discussion for the full board.

BOARD ORGANIZATION

1. As stated in the bylaws, the Board of Directors will consist of 6 church members, in addition to the current Calvary Lutheran Church Congregation Council president (ex officio), the pastor (ex officio) and school director (voice but no vote).
2. Board members shall serve a term of three years, beginning and ending in July. Board members are limited to serving two consecutive regular terms (6 years), in addition to serving an unexpired term. To ensure continuity, terms will not expire simultaneously. The board treasurer may be reappointed to the board an unlimited number of times.
3. The board officers shall be President, Vice-President, Secretary, and Treasurer. Officers will be members of the Board of Directors, excluding the Congregation Council President, the pastor, and school director, will be elected by majority vote at the June board meeting to serve a one-year term. Officers may be re-elected to the same office but not for more than three consecutive years.
4. Members of the Board of Directors agree to work in faith to achieve the *mission* and the *vision* of the school by taking on the responsibilities assigned to the board as defined in the bylaws of Calvary Nursery School and Child Care.
5. Any member elected to the position of board officer agrees to take on and fulfill the responsibilities of said position as listed in the bylaws of this organization.
6. As needed, board members may organize into focused committees to serve a specific purpose. Any member appointed to serve on a committee agrees to take on and fulfill the responsibilities of said position as listed in the bylaws of this organization.

CALVARY NURSERY SCHOOL AND CHILD CARE (CNSCC) POLICIES

Details on school policies including personnel, discipline, enrollment, licensing, safety and care, parent involvement, tuition, etc., can be found in the Parent Handbook and Staff Handbook.

ANNUAL AGENDA

At the September meeting of the board, an annual agenda shall be prepared. This agenda will assure nothing is forgotten, alert members to upcoming items, and give guidance for planning monthly agendas.

Key items on the annual agenda include, but are not limited to:

- Review of mission statement
- Setting annual goals
- Program evaluation and planning
- Evaluation of director
- Budget planning including tuition rates, salaries, and benefits
- Review of risk management
- Evaluation of buildings, grounds, and facilities
- Review of CNSCC's *vision*
- Evaluation and planning of marketing program
- Evaluation of board performance
- Short and long-range planning
- Evaluation and planning of funding
- Policy review (It is helpful to review one section of policy per meeting to assure all policies are reviewed annually.)

MONTHLY PLANNING AGENDA

July 31 - Last day of the financial year. No monthly meeting.

August 1 - First day of the financial year. No monthly meeting.

August - Review, update, revise and approve Parent Handbook and Staff Handbook

September - First monthly meeting of the school year

October - Monthly meeting

November - Annual budget meeting for setting of tuition rates and budgets for the upcoming school year

- holiday bonuses for staff are determined

December - no monthly meeting

- Board members are invited to attend the Christmas staff celebration (lunch/dinner)

January - Registration for the upcoming school year, starting in September, commences.

- Monthly meeting

February - Monthly meeting

March - Monthly meeting

April - Monthly meeting

May - Monthly meeting

June - Last monthly meeting of the school year

BOARD COMMITMENT AND ORIENTATION

Each member of the board will be provided a copy of the Board of Directors' Manual, Bylaws of Calvary Nursery School and Child Care, and the Shared Usage Agreement when agreeing to become a member of the board. Every new member will also be given an orientation to their new role. After the above has been completed, the new member is asked to sign the below agreement, acknowledging the understanding and acceptance of the role of which the new member has taken.

Board Service Commitment

As an elected/appointed as a member of the board team I will:

- Exemplify the heart of Christ through daily actions.
- Listen carefully and respect the opinion of fellow board members.
- Respect and support the majority decisions of the board.
- Recognize that all authority is vested in the full board only when it meets in legal session.
- Keep well informed of developments relevant to issues that may come before the board.
- Participate actively in board meetings and actions by attending monthly meetings.
- Bring to the attention of the board any issues that may have an adverse effect on CNSCC or those we serve.
- Refer complaints to the appropriate authority.
- Recognize that my job is to ensure that CNSCC is well managed, not to manage operations.
- Represent all the students and families CNSCC serves and do my best to ensure that it is well maintained, financially secure, growing and always operating in the best interests of those we serve.
- Continue and strive toward improvement as a board member.
- Declare conflicts of interest between my personal life and my position on the board and abstain from voting when appropriate.
- Follow the current board member job description as provided to me.

As a member of the board I will not:

- Criticize fellow board members or their opinions in or out of the boardroom.
- Use my position as a CNSCC board member for my personal advantage or that of my friends or relatives.
- Discuss the confidential proceedings of the board outside the boardroom.
- Interfere with the duties of the director or undermine their authority with staff members.

Board Member's Signature

Date

New Board Member Orientation

New board members should be made familiar with the following:

- The *mission* and *vision* of Calvary Nursery School and Child Care, and how it cooperates with the Calvary congregation to achieve this ministry.
- The Bylaws, Board of Directors' Manual, and Shared Usage Agreement.
- The Parent Handbook
- The School Director
- A Board of Directors calendar, roster, and list of committees.
- A school calendar and list of staff.
- The facilities and grounds of the school.
- Current issues before the board.



CNSCC BOARD OF DIRECTORS APPLICATION FORM

The Board of Directors is made of 6 active members of Calvary Lutheran Church. Ex officio members include Pastor(s) and Congregation Council President. The Director attends meetings with voice but no vote.

In general, the responsibility of the Board is to provide for the efficient management and operation of CNSCC to assure the achievement of its purpose effectively and efficiently. Further information is provided by the Board Manual.

Board of Director terms are for 3 years; members are limited to 2 consecutive terms. Meetings are held monthly with special meetings called when necessary. Responsibilities of Board members include attending meetings on a regular basis, taking an active role in the work of the Board and representing Calvary Lutheran Church and ELCA standards.

If you would like to serve on the Board of Directors, or nominate someone to serve (with their permission), please complete the following information and return to, CNSCC School Board President co/ CNSCC School Office, 108 Eastman Street Cranford, NJ 07016. Mark envelope "confidential."

Name Of Applicant: _____

Daytime Telephone: _____

Email: _____

Calvary Lutheran Church

Activities/Involvement: _____

Please give a brief description of volunteer experience, personal interests and any experience in business, education, finance, personnel, marketing or other areas that you feel might be an asset to the Board. _____

Applicant (or Member making Nomination) Signature & Date: _____