

**MINUTES OF A MEETING OF THE
COUNCIL OF
CALVARY LUTHERAN CHURCH OF GOLDEN VALLEY**

JANUARY 28, 2020

A meeting of the council (the “Council”) of Calvary Lutheran Church of Golden Valley (“Calvary”) was held on January 28, 2020, beginning at 6:00 p.m. Central Time. The meeting was held at 7520 Golden Valley Road, Golden Valley, Minnesota 55427.

The following Council members were present:

Laura Jensen	Cory Maass	Lloyd Nelson
Dave Kufahl	Scott Madson	Phil Reesnes
	Stuart McFarland	Jon Stepan

The following members of the Calvary staff were also in attendance: Zach Thompson, Senior Pastor; Jason Beaver, Executive Director; and Jerry Gates, Chief Financial Officer.

Mr. Reesnes served as chair of the meeting and Mr. McFarland served as secretary. Mr. Reesnes called the meeting to order. The Council did not have a quorum present for this meeting and so deferred any approvals until a meeting at which a quorum was present.

Senior Pastor Update

Pastor Thompson updated the Council on the significant time spent this past weekend with The Unstuck Group, the strategic consultant retained by Calvary. The senior leadership team, plus two additional staff members and two members from the congregation met with The Unstuck Group. The Unstuck Group provided its initial assessment based on survey results from the Council and Calvary staff, including:

- Calvary is in maintenance mode, which is on the downswing after sustained health. The priority of a maintenance church is to keep people happy, complexity reigns and the vision becomes stale. Its foundation is programs and events rather than mission and is driven by staff rather than by volunteers. Ministry is largely adding to existing programs and is done in silos. Even though Calvary has been in a good position from a financial perspective, maintenance churches eventually feel the downturn financially if do not make changes.

- Recommendations included reviewing staff leadership, refreshing the vision, getting refocused and removing complexity.
- Churches do not go backwards on the arch back to sustained health. A maintenance church needs to relaunch. For the relaunch, we will need to analyze what we want Calvary to look like in five years, recruit and train leaders/volunteers, build discipleship and develop NextGen.
- Strengths identified at Calvary included worship, teaching and space.

The Council discussed this assessment.

Pastor Thompson also discussed Calvary's target audience. Typically a church will attract the age group that it targets along with anyone older than that age group, but not younger than the target age group. Calvary is focused on young families including the unchurched or those with church baggage. The Unstuck Group secretly observed Calvary's services and indicated our worship services skew towards the 45-55 age group and those with church experience. The Council discussed this observation and what changes could be made. The Council agreed that certain hard choices will need to be made but there is an excitement for the possibilities of where it could take Calvary.

Pastor Thompson reminded the Council that our power does not come from ourselves, or a consultant or any specific strategy. Pastor Thompson led the Council in a devotion on Ephesians 3:20. All glory to God who has the power to accomplish more than we can ask or imagine. Calvary will dream big and have big expectations and follow God forward. Pastor Thompson then posed questions for the Council to think about: Have you ever met someone who does not have any hope? Have you ever had a time when you're ready to give up? Have you ever not done something that you know you should because it seems too hard? This passage helps us refocus and remember what we really need: God...and that it is worth it. Ephesians 3:20 will be a continued prayer for the Council and Calvary staff.

Pastor Thompson then led the Council in prayer.

The Council further discussed creating an invitational culture at Calvary. The Unstuck Group discussed needing the same number of first time visitors in any given year as a church has in worship each week. For Calvary, that would be approximately 1,000 first time visitors in 2020.

Executive Director Update

Mr. Beaver updated the Council on certain personnel matters:

- No new hires right now.
- ****Confidential personnel discussion****
- The Unstuck Group identified certain employment metrics that will need to be considered. Calvary has a 66% staff to overall budget percentage. The Unstuck Group recommends a percentage closer to 50%. Additionally, Calvary has a 18:1 staff to worship attendance ratio (not including childcare) and The Unstuck Group would recommend a ratio closer to 51:1 or higher. Large staffs have also proved to be a barrier to volunteers and ultimately growth of the church. The Council discussed these staffing ratios, the history of Calvary's staff and potential adjustments that could be made.
- Debbie Bromander will be retiring in the near future.

The Council further discussed the potential transformation of Calvary's staff structure.

Mr. Beaver then updated the Council on the Spanish service. Attendance is sustained at just under 30 attendees each week and very few are using the Spanish translation service.

Pastor Thompson indicated that the meetings with families invested in Camp Wapo went well but that this decision was difficult for certain families. The Council also discussed the potential reduction or elimination of the contributions from the endowment fund for Camp Wapo.

Financial Update

Mr. Gates provided to the Council the monthly financial report as of December 2019 and discussed Calvary's financials, including:

- Calvary's operating results (revenues and expenses) for the fiscal year through December. December is a good barometer for the year.
 - Total general offerings were ahead of budget by ~\$50,000. Expenses are below budget, some of which is timing. Had projected to lose \$94,000 in 2020 budget but currently ahead of budget by approximately \$75,000 for church operations.
 - Childcare is also ahead of budget.

- Overall takeaway is that Calvary is in good shape for the 2020 financial year.
Confidential personnel discussion
- Monthly attendance, with total attendance and total average weekly attendance higher than last year. General fund giving and human and hunger needs ahead of budget but will likely even out in January.

The Council and staff discussed these results.

Mr. Beaver updated the Council that the chapel is largely complete except for certain cloth that overlays the speakers is starting to ripple. Calvary is holding back \$30,000 pending correction. In terms of future phases, Calvary remains focused on completion of Phase I and completing fundraising for the remaining \$65,000 for Phase I. Continue to receive positive comments on the renovated chapel.

Mr. Beaver also updated the Council that the fire panel is being installed the week of February 8 and coordinating the installation plan with the city. Estimated cost continues to be just under \$120,000. The Council discussed using surplus funds and potentially annual budgets for funding these maintenance issues that will continue to arise given the age of Calvary's facilities.

Feed My Starving Children Wrap-up

Mr. Beaver updated the Council that Calvary surpassed our packing goal of 750,000 meals. Calvary has raised approximately \$100,000 out of the needed \$180,000 and we intend to request additional contributions for the next two weeks. This year put Calvary above 10 million meals packed at Calvary over the years. Praise God. This great news will be announced to the congregation in various ways. Calvary will continue to consider plans for FMSC for next year.

Governance Matters

Approval of Minutes

Mr. McFarland then discussed the Council meeting minutes for the September 24, 2019, October 6, 2019, October 22, 2019 and November 12 meetings of the Council, as well as the minutes for the October 20, 2019 annual meeting of the congregation. Approval for these minutes will be sought at a future Council meeting.

Actions Taken By the Council Since Last Meeting

Mr. McFarland noted for the Council the approvals and endorsements that the Council had taken in between meetings during the last several months. These actions were (1) on December 19, 2019 the Council affirmed the prayerful decision of our Senior Pastor to move summer camp to another bible camp with values and mission that are more closely aligned with Calvary; (2) on December 3, 2019 approved the endowment grant requests from the Outreach Fund for each of Child Evangelism Fellowship of MN, Inc. / Good News Club at Beacon Academy (\$500), Hope Farm School/ Ignitia Christian curriculum for middle and high school students (\$4,000), and Dodoma Tanzania Health Development (DTHD) / Cytology equipment for DCMC's new pathology lab (\$5,875); (3) on November 14, 2019 approved and accepted the housing allowances for Calvary's pastors; (4) on October 18, 2019 approved the minutes of the Council's meeting held on June 25, 2019; and (5) on October 17, 2019 approved the minutes of the Council's meeting held on August 27, 2019.

Mr. McFarland updated the Council that the task force discussed at the last Council meeting regarding a review of Calvary's outreach process and structure had not yet formalized. The Council discussed coordinating this review with the work being done with The Unstuck Group, including a discipleship and service launch.

Constitution and Bylaws Amendments

Mr. McFarland discussed with the Council the desire to consider additional amendments to Calvary's Constitution and Bylaws.

- Potentially create a task force to review these documents and seek input from the governance members who last reviewed these documents for amendments. Pastor Thompson also mentioned that he would like to explore the continued use of pastoral calls and the description of membership and its requirements.
- Could look for congregational approval as early as this Fall at the congregational annual meeting.

Mission

The Council discussed how to describe Calvary for people who do not attend church. Pastor Thompson indicated that a refreshed vision is in process that will discuss reaching people through community outreach, groups/belonging and connecting people to Jesus.

Monthly Talking Points

Ms. Jensen then discussed with the Council the talking points from this meeting. At this time, Mr. Beaver and Mr. Gates left the meeting.

Executive Session

****Confidential personnel discussion****

There being no further business for the Council, the Council closed the meeting at approximately 7:45 p.m. with the Lord's Prayer.

Submitted by Stuart McFarland, Secretary