

**Westminster Presbyterian Church
1012 Soo San Drive, Rapid City SD**

**Manual of Administrative Operation
8 Appendices**

- 4A Personnel Ministry Team Job Descriptions & Policies**
 - 4A Descriptions**
 - 4A Personnel Policies**
- 4B Finance Ministry Team Forms and Policies**
 - 4B (d) Budget Process Worksheets**
 - 4B (f) Sunday Offering Counting Procedure Worksheets**
 - 4B Finance Ministry Team Policies**
- 6 Annual Meeting - Prior Year Westminster Annual Report**

**Westminster Presbyterian Church
Active Positions**

Feb 19, 2019

The Personnel Team's primary responsibilities are 1) to recommend to Session candidates for compensated, non-pastoral positions, 2) to submit proposed salary policy to Session via the Finance team, and 3) recommend to Session personnel policies. Westminster currently has the following filled positions:

| | |
|---------------------|----------------------------|
| Pastor | Bob Jacobs |
| Associate Pastor | Andrew Bellisle |
| Office Manager | Lisa Beck |
| Office Assistant | Jaime Heltne |
| Worship Director | Chan Foresman |
| Pianist | Rosellen Reese, and others |
| Children's Director | Lacey Brown |
| Nursery Coordinator | Stash Nikolaev |
| Nursery Assistant | Emmy Dressen |
| Custodian | Perry Schleppe |

Westminster Presbyterian Church Associate Pastor Position Description July 2012

Our Associate Pastor, out of deep love for Jesus Christ and His Church, will help lead us in the way of Jesus Christ, providing leadership primarily in the areas of family ministry and outreach, in keeping with the three major emphases in our Statement of Purpose and Vision:

- Meet people intentionally with the love and grace of Jesus Christ
- Serve others as a tangible Christian witness
- Invest in and partner with individuals and families for the benefit of current and future generations.

The Associate Pastor reports directly to the Pastor. The Associate Pastor's position will include direct involvement in the following:

- Cultivate relationships with younger adults and families
 - Encourage spiritual growth
 - Promote and facilitate inclusion in Life Groups
 - Identify and develop leaders, and promote teams
- Develop, coordinate, and communicate the Orange strategy for families
 - Communicate with families regarding the practice of faith at home
 - Oversee children and youth staff positions and volunteers
 - Develop and communicate the Orange vision
 - Celebrate successful implementation
- Help us better reach out to our community, and especially to West Middle School
 - Help us think "outside the walls" as we bless others in the name of Jesus
 - Develop and support a team of people dedicated to West Middle School
 - Cultivate relationships with children, their families, faculty and staff
 - Develop ways to meet kids and families in the real needs of their lives

In addition, the Associate Pastor will do the following:

- Lead in worship
- Preach (approximately once per month, in consultation with the Pastor)
- Administer the Sacraments of the Lord's Supper and Baptism
- Perform marriages and funerals
- Make connections in the community
- Provide Pastoral Care
- Meet with the Board of Deacons
- Participate responsibly in the Presbytery of South Dakota
- Carry out other pastoral functions in consultation with the Pastor

The Associate Pastor will strive to demonstrate the following qualities:

- Prioritize a healthy life/work balance
- Provide timely and meaningful formal and informal feedback
- Deal effectively with difficult interpersonal situations
- Anticipate problems, take appropriate action
- Help to foster positive work environment
- Be self-motivated, energetic, and creative
- Maintain composure under stress
- Involve others in plans/decisions that affect them

Office Manager Position Description
Westminster Presbyterian Church
October 2018

Who We Are

Westminster is a vibrant, growing, inter-generational congregation whose mission is to “Elevate Jesus, Empower People, and Embody Love.”

Our Vision for this Position

We are seeking a person to be an integral part of our congregation’s life by managing and coordinating operations in our office. This person will work collaboratively with volunteers and staff, and will commit themselves to excellence with a cheerful heart.

Responsibilities

Responsibilities may include, but are not limited to, the following:

- Training and Supervising the Office Assistant
- Inventorying and ordering office supplies
- Arranging maintenance for office equipment
- Participating in staff meetings (twice a month)
- Attend monthly Finance and quarterly Operations meeting
- Assisting Pastor, Associate Pastor, and other staff with administrative duties
- Coordinate with the Custodian
- Keeping up-to-date records of members (in CCB - church management software)
- Working closely with Clerk of Session to keep accurate records
- Preparing the weekly worship bulletin
- Scheduling annual service calls of fire alarms, etc.
- Unlocking doors within the church (during office hours)
- Scheduling use of building and maintaining master calendar
- Coordinating with outside use groups
- Check and sort mail
- Backing up computer files and store off-site
- Set up email addresses for new employees
- Running background checks for employees, MOPS and volunteers
- Ordering seasonal bulletins and giving envelopes
- Conduct annual review of Office Assistant
- Assemble and disseminate Session packets (monthly)
- Communicate with custodian, order supplies as needed and update custodian regularly concerning schedules and events
- Edit and maintain church website
- Log estimate of giving pledges
- Greet and assist those who come into the office
- Renew benefits (yearly) offered to pastors and employees
- Conduct compliance scan (yearly) for credit card giving

Finance & Payroll

- Count offering (with second designated counter)
- Input offering into CCB, and then transfer to QuickBooks
- Quarterly giving reports
- Monthly finance reports
- Accounts payable

- Payroll
- Report and pay 941 taxes (monthly and quarterly)
- Prepare W2s
- Collect from and report all required information for new employees
- All payroll reports as needed
- All IRS correspondence
- Maintain organized filing system
- Reconcile accounts monthly
- Annual budget entry
- Run budget reports as requested by ministry leaders or pastors
- Work closely with finance chairman
- Conduct weekly backup of QuickBooks
- Ensure all employee files and background checks are stored properly
- Enter investment statements (monthly and quarterly)

Things Lisa Does

- Listen to and offer support for those who need someone to talk to*
- Send notes to individuals who may need encouragement*
- Send thank you notes*

Personal Characteristics

- a deep love for and commitment to Jesus Christ, and longs to help others know and follow him
- a joyful heart, a winsome personality, and a contagious sincerity
- gifts to help make our offering sincere and excellent
- the ability to seek out and work with others
- the drive to continually evaluate and improve
- openness to change and growth

Professional Qualifications

- Knowledge of and experience with Microsoft Office Suite
- Excellent computer skills, including internet & social media
- Well-organized, takes initiative
- Works well with a wide variety of people

Evaluation

The Office Manager directly accountable to the Pastor, then to the Personnel Team, and the Session. The Pastor and the Personnel Team shall be responsible to direct the Annual & Bi-Annual Performance Review and Evaluation.

Compensation & Benefits

- Competitive hourly rate @ approx. 20-25 hours/week (negotiable depending on qualifications and experience)
- 1 week of paid vacation annually

*Things done by current office manager but not asked or expected

Lisa works an average of 29 hours per week. (October 2018)

Westminster Presbyterian Church
1012 Soo San Dr, Rapid City SD 57702

Office Assistant Position Description and Employment Contract

Our Vision for this Position

Our office assistant provides skillful support for our growing congregation. Office assistant will commit themselves to excellence with a cheerful heart as they interact with our members and guests and work closely with our close knit staff. This position provides an important Christian ministry to our congregation and community.

Responsibilities

- OFFICE ASSISTANT
- General Duties
- Greet and serve people who come through our doors
- Answer phones & make calls on behalf of other office staff upon request
- Coordinate details for mid-week program (when applicable)
- Coordinate details of upcoming events, including sending out church-wide email reminders, and email Communion schedule to Deacons and Elders the last week of the month (for the 1st Sunday)
- Create birthday/anniversary & monthly prayer request insert, in bulletin last Sunday of the Month (for upcoming month)
- Create and send Sanctuary Cleaning Schedule to teams
- Email prayer requests as they come in, via My Westminster
- Put out Our Daily Bread (Every three months), keep ministry booklets stocked (in cooperation with Deacons), and coordinate suggested resources at Welcome Center
- Keep Welcome Center current and tidy
- Maintain Westminster name tags
- Check and sort mail
- Create and post print and social media upon request (e.g. memory verses, upcoming events, etc.)
- Keep website and app current
- Comply with Westminster's Personnel Policy
- Other tasks as assigned
- **MONDAY**
- Process Sunday Connection Cards & email prayer requests (keep paper cards)
- Send names to appropriate contacts (e.g. new worshipers, sign ups)
- Upload sermons
- Edit & publish Weekly Word (every week)
- Update website, social media, app
- Update kiosk

• **WEDNESDAY**

- Create announcement, worship, and sermon slides in EasyWorship/Igniter Media (every week)
- Print Sunday bulletins and any inserts
- Edit & print Connection Cards for Sunday bulletin
- Update app, social media, etc.
- Coordinate quarterly Greeter and Sanctuary preparation schedules
- Call volunteer(s) to notify ETA for bulletins to be complete so they can be folded. Leave all bulletin items on the Visitor Center if you will not be here when she stops in.

Evaluation

The Office Assistant is directly accountable to our Office Manager, and then to the Pastor and the Personnel Team. Bi-annual and annual performance review and evaluation are conducted by the Office Manager, Pastor and a member(s) of the Personnel Team .

Compensation and Benefits

- up to 10 hours per week starting at \$ per hour (timesheets due every other Monday for paycheck by Thursday)
- Hours: Monday and Wednesday 8:30 – noon may work past noon if needed and if your personal schedule allows
- Working with a great staff

The undersigned agree to the above terms and conditions

Personnel Moderator _____ Date _____

Office Assistant _____ Date _____

Westminster Presbyterian Church, Worship Director Position Description: Part Time 10 hrs/wk

Our Mission is to elevate Jesus, empower people, and embody love.

We Are Called for the glory of God, in the power of the Holy Spirit, by the grace of our Lord Jesus Christ to a

- Joyful life of prayer and worship in all circumstances
- Deep life of discipleship, rooted in God's living Word
- Shared life of community as an inter-generational church family
- Significant life of servanthood in response to God's gifts and purpose
- Transformed life of freedom and wholeness in Christ

Vision for the Worship Ministry

Jesus Christ is the head of the Church. Worship is the center of our life together, and so it is our aim to seek, worship, and enjoy God as a congregational family. This means we do not define our worship by style, but by our goal and object: the living God. We do this by striving for worship that is spiritually deep, theologically faithful, personally authentic, and historically aware. Our general orientation is toward a contemporary "feel," while preserving some traditional elements as appropriate.

Qualifications and Qualities for the Worship Director

- Experience with conducting/leading choral and/or praise music in a church setting
- Current knowledge of music leadership skills
- Degree in music or music education, or equivalent
- Genuine, growing, personal relationship with Jesus Christ
- Ability and desire to publicly encourage others in faith and worship
- Loyal, positive team-player

Responsibilities of the Worship Director

- Coordinating all aspects of the Music Ministry at Westminster
- Supporting and encouraging other musical staff and volunteers
- Working with the Pastor to plan and evaluate worship services (both Sunday morning worship and occasional services throughout the year, as determined by the Worship and Music Ministry Team).*
- Leading both the Chancel Choir and the Praise Choir. This includes:
 - Promoting and recruiting
 - Rehearsing regularly
 - Selecting music in consultation with the Pastor
 - Creating a distinctively Christian atmosphere of caring community and teamwork
- Arranging for the fulfilling of responsibilities when absent
- Arranging for additional accompaniment when needed
- Participating in staff meetings and Worship and Music Ministry Team (2nd Tuesday)
- Compliance with Westminster's Personnel Policy Manual

Compensation, Benefits, & Notes

- Competitive rate
- Optional participation in flex medical reimbursement plan
- \$█ annually for continuing education
- Ten days of paid vacation annually including two Sundays of off-campus observation of other services
- The thanks, appreciation, and support of Westminster
- The Worship Director reports directly to the Pastor
- Planning at least 6 weeks ahead for Sunday worship and further ahead for major holidays and events is expected.

**Worship Accompanist
Westminster Presbyterian Church
July 2017**

Our Vision for this Position

We are seeking a person to be an integral part of our church community – and an essential part of our Worship ministry – by providing excellence in our worship through accompanying on the piano (and on the organ if possible).

Worship

Worship is our greatest need and our deepest calling. Worshiping together marks our common life and builds us up as Christ's body. It is our aim to seek, worship, and enjoy God as a congregational family. This means we do not define our worship by any particular style, but by the goal and object of worship: the living God. We do this by striving for worship that is spiritually deep, theologically faithful, personally authentic, historically aware, and artistically vibrant.

Responsibilities

- Participating wholeheartedly in weekly mid-week rehearsal and Sunday morning worship by accompanying worship music
- Working closely with our Worship Director in preparing for worship
- Keyboard requirements include reading full piano scores to play solo and accompaniment literature. A plus would be the ability to read chord charts, as well as knowledge of digital keyboards.
- Being available for additional compensation, when possible, for other accompanying opportunities in the congregation (e.g. weddings, funerals, special programs, etc.)
- Complying with Westminster's Personnel Policy Manual

Estimated Time Commitment

- Wednesday rehearsal: about 2 hours
- Sunday worship: about 2 hours
- Practice: as needed

Evaluation

The Worship Accompanist is directly accountable to the Worship Director, then to the Personnel Team.

Compensation & Benefits

- Approximately \$[redacted] per week (Worship Service and Rehearsals)
- Availability of facility to conduct private lessons (negotiable)

Signature of Employee

Date

Signature of Worship Director

Date

Children's Ministry Director Position Description and Contract

Qualifications

- Growing and contagious Christian faith, energetic love for the triune God, and for children and their families
- Humble spirit, team player, and commitment to unity
- Desire to see people of all ages experience the joy of knowing Jesus Christ as their Friend, Savior, and Lord
- Familiarity with Reformed Christian faith

Responsibilities

- Building, equipping, and nurturing a healthy, stable Children's Ministry Team
- Promoting Children's Ministry at Westminster
- Reaching out personally to children
- Preparing structures and leaders for fall programs (Orange and Logos)
- Preparing families and children for fall programs
- Ensuring smooth operation of the Nursery Ministry (including Pray & Play)
- Communicating with the congregation regarding Children's Ministry
- Communicating a positive, unified vision for Children's Ministry
- Meeting regularly with the Pastor and *staff*
- Participation in the Christian Formation ministry team and appropriate sub-teams
- Preparation for transition to permanent *staff* person (if applicable)
- Compliance with Westminster's Personnel Policy
- Other duties in consultation with Pastor

Compensation and Benefits

- Hourly wage: _____
- Hours per week: _____
- Effective start date: September 1, 2011.
- Other requirements:

_____ / _____ / Personnel Representative / Date

Westminster Presbyterian Church Nursery Coordinator Position Description

The purpose of this position is to provide positive, dedicated leadership and coordination to Westminster's nursery ministry. Our goal is to provide safe, friendly, professional, and faith-filled care for children.

Who We Are

Westminster is a vibrant, growing, inter-generational congregation whose mission is to "Elevate Jesus, Empower People, and Embody Love."

Responsibilities

- Coordinating the toddler and infant nurseries
 - Being a weekly Sunday morning presence in one of the two nurseries
 - Creating and maintaining volunteer schedules
 - Reminding volunteers of their assigned times
 - Providing regular training for volunteers regarding nursery policies
 - Seeing that policies are implemented and followed
- Ensuring that nurseries are clean and safe
- Creating healthy relationships with parents and volunteers
- Arranging for the fulfilling of responsibilities when absent
- Participating in staff meetings once per month
- Communicating regularly (i.e. monthly) with the congregation
- Complying with Westminster's Personnel Policy Manual

Compensation & Benefits

- 6-8 hours per week starting at \$12 per hour
 - Sunday AM will run from 8:30 to 11:30, or until all children have been picked up for 3 hours flat time so minutes are not tracked.
 - Wednesday PM would run from 5:30 to 7:30, or until all children have been picked up for a flat 2 hours so minutes are not tracked.
 - During the week a 2 hour allowance is made for scheduling the volunteer list and preparation for Sunday lessons, with increased time if needed.
 - There may also be special events that are schedule with the mutual agreement of both parties for which additional pay would be forthcoming at \$ /hour with a minimum of two hours time for any one event requiring travel to the church building.
- Paydays are twice a month. A time sheet must be completed and submitted to the Office Manager the Monday before payday to be paid or the paycheck will be delayed.
- The thanks, appreciation, and support of Westminster

Notes

- The Nursery Coordinator will report directly to the Minister to Children, then to the Personnel Ministry Team, then to the Session.

The undersigned agree to the above terms and conditions.

Personnel Moderator

Nursery Coordinator

Date

Date

Westminster Presbyterian Church, Nursery Assistant Position: Part Time 4-6 hrs/wk

The Purpose of this Position is to provide positive, dedicated leadership and coordination to Westminster's nursery ministry. Our goal is to provide safe, friendly, professional, and faith-filled care for children.

We are a vibrant, growing, inter-generational congregation whose mission is to "Elevate Jesus, Empower People, and Embody Love."

Position Responsibilities

- Working in the toddler and infant nurseries
 - Being a regular/weekly Sunday morning presence in one of the two nurseries
 - Being available as needed in the nursery on Sunday mornings, Wednesday evenings, 2nd Tuesday ministry team meetings.
 - Attend regular training for volunteers regarding nursery policies
 - Seeing that policies are implemented and followed
- Coordinating with and accepting direction from the Nursery Coordinator
- Ensuring that nurseries are clean and safe
- Creating healthy relationships with parents and volunteers
- Arranging for the fulfilling of responsibilities when absent
- Participating in staff meetings twice per month if requested (compensated)
- Communicating Nursery Policy politely and constructively with parents
- Complying with Westminster's Personnel Policy Manual

Position Times and Terms

- Competitive pay rate
- Approximately four to six hours/week
- Bi-Monthly Staff Meetings: 10:00 to 11:00 AM first and third Wednesdays. (As able or needed)
- There may also be special events that are scheduled with the mutual agreement of both parties for which additional pay would be at regular pay rate with a minimum of two hours time for any one event.

Notes

- During the probationary period, a two-week advance notice is required to terminate this agreement. After the probationary period the notice period is one week.
- The Nursery Assistant will report directly to the Nursery Coordinator.
- Periodic performance reviews are conducted in twice a year: April and Oct. Additional one-time reviews are conducted after one month and three months of employment.
- Paydays are twice a month. A time sheet must be completed and submitted to the Office Manager the Monday before payday to be paid or the paycheck will be delayed.
- This contract is for a 30-day probation period. If both parties elect to continue after the 30-day probationary period, the above terms will continue in effect and the employee will no longer be considered probationary.

CUSTODIAL CONTRACT

Effective July 1, 2010

The following cleaning tasks are to be completed as stated:

Cleaning will include wiping where necessary, floor care including stain removal, scrubbing and vacuuming, and window cleaning as needed.

Fellowship Hall: Clean once a week on Thursday.

Kitchen: Clean floor once a week on Thursday.

Sanctuary: Clean once a week (after Sunday services) on Monday or Tuesday.

Chapel: Clean at least once a month, unless a special event is scheduled.

Offices: Clean reception area and conference room once a week. Pastor needs to know the time when his office is to be cleaned (office manager has a key if pastor is out).

Lobby: Clean floor once a week on Thursday/Friday, including door windows and entryway being cleaned right before Sunday. Additional cleaning early in the week if needed.

Nurseries: Trash emptied after Sunday, Tuesday (MOPS days), and Wednesday. Vacuum and clean once a week, more often if needed.

Bathrooms: Clean twice weekly with special attention before Wednesday and Sunday.

Session Room: Clean once a week.

East Hallway: Scrub as needed.

Classrooms: Check weekly and clean as needed.

Trash: All wastebaskets emptied twice a week (Monday/Tuesday and Thursday/Friday).

Custodian will do a walk through a couple of times a week to see where cleaning may be needed and can adjust cleaning schedule accordingly. Custodian will also check in with the office during the week to be current with scheduling and messages.

Westminster Presbyterian Church will provide cleaning supplies. Purchase of these by custodian must be approved by Office Manager or Treasurer. Signed invoices for items charged must be provided to office at time of purchase.

Custodian agrees to 10-12 hours per week at \$_____ per hour. Time sheets must be completed in order to be paid. Payday will be every other Thursday. The time sheets for the previous weeks are due the Monday before payday.

Personnel Moderator _____

Custodian _____

Date _____

Date _____

**Westminster Presbyterian Church
Personnel Teams Policies**

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019

The following policies are to be reviewed, written, or modified by the Personnel Team.

- 1) Computer Use Policy - done
- 2) Part-time effort reports – SMH to get from Lisa
- 3) Leave Policy - unformulated
- 4) Discipline and Termination Policy – rough drafted
- 5) Bonus and Extra-compensation Remuneration - unformulated
- 6) Personnel Team Meeting Schedule, Composition, and Terms – done
- 7) Supervision and Review Policy – established but not drafted
- 8) Employee Smoking Policy – unformulated

Employee Candidate Pre-hire and Volunteer Security Review Policy

Before being offered employment, every employee must agree to authorize Westminster Presbyterian Church to conduct a review of public civil and criminal records to assure the safety and sanctity of the church's members and property. The candidate is first asked to make known in writing any such records, before public records are searched. The search is only conducted, if there is a reasonable likelihood that the candidate could be employed with the self-reported record. The search is conducted by the Office Manager. If the search reveals significant items not self-reported by the candidate, the Office Manager discusses the matter with the Pastor who may seek the counsel and advice as he deems appropriate and renders an opinion and conveys it to the Office Manager who in turn will inform the Personnel Team Leader.

The same procedure is to be employed by all volunteers who work directly with children and who use their position to gain unsavory position over the children in their care.

The Office Manager keeps the forms required for granting permission to conduct a security review.

Westminster Presbyterian Church Annual Review Procedure

Feb 19, 2019

Annual reviews of all employees including the pastors are conducted in October. Informal interim reviews are conducted every six months for long-term employees and monthly for new employees during their first six months. The annual Reviews following the Review Form at the end of this document.

The Team also considers the workplace interactions and processes within the Westminster organization and makes recommendations to Session on improvements to the organizational structure, policies, and processes. This effort includes meeting annually with the key volunteer leaders to better understand the needs of each of those areas of ministry. The annual review process includes a completed salary policy recommendation for the Finance Team in early November. Mid-year reviews are conducted in April each year.

**Westminster Presbyterian Church
Annual Review**

2018

Name _____ Position _____ Date _____

1. *Please provide a thumbnail sketch of your duties and responsibilities.*
2. *Considering the mission of Westminster and your area of ministry, how would you evaluate your work this past year?*
3. *How has your work changed (if any) this past year?*
4. *Are there skills, policies, or procedures we need to build?*
5. *What are two or three significant goals you have for the coming year?*
6. *What do you need to help you effectively carry out your work?*
7. *In your area of ministry at Westminster, what do you think is working well?*
8. *In your area of ministry at Westminster, what do you think does not work well and needs some attention?*

Conducted by _____ Date _____



APPENDIX A

BUDGET REQUEST WORKSHEET

Ministry Team _____

Team Leader _____

Pray for God’s leadership as your ministry team dreams and plans for 20____. Define the work your ministry team will contribute to the church mission statement. Subsequently, develop action plans that incorporate how your team will join with Westminster Church in addressing the needs and objectives that help us to fulfill our mission. Do **NOT** start with last year’s events and programs and try to duplicate last year.

Together we want to ask God to reveal His will and show us what He desires for us to do.



Please read the following questions and prayerfully consider your response. Attach additional pages, if more space is needed.

- I. What is the purpose of your ministry team in light of the church’s mission?

II. With your purpose in mind, what are the objectives your group will attempt this year?

- 1.
- 2.
- 3.
- 4.

III. What action plans will help you with objectives? Create multiple action plans with differing costs so there are options and flexibility if all the ideas can't be fully funded in the current year.

- 1.
- 2.
- 3.
- 4.

IV. Budget Request (By Action Plan) - Attach a separate sheet if more space is needed.

Action Plan 1 _____

| Description | Cost | Running Total |
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| TOTAL for ACTION PLAN 1 | | |

Action Plan 2 _____



| Description | Cost | Running Total |
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| TOTAL for ACTION PLAN 2 | | |

Action Plan 3 _____

| Description | Cost | Running Total |
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| TOTAL for ACTION PLAN 3 | | |

Action Plan 4 _____



Westminster
CHURCH

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| TOTAL for ACTION PLAN 4 | | |

DEADLINE FOR THE RETURN OF BUDGET REQUESTS: _____

Pastoral Staff Person _____ FMT Member _____

INSTRUCTIONS for APPENDIX A

- I. How does your ministry fit into the overall mission of the church? Develop a statement of how your organization can help to make that mission possible. Review the mission statement so that you understand each facet of our mission. This process is best started by becoming spiritually aware of what God is doing in our midst and determining how we can join Him in His efforts. The budget process is not an isolated business process devoid of spiritual perception; we have been gifted to do ministry in His name with those resources. He has privileged us to be stewards of it.

EXAMPLE: Suppose you represent the Stewardship Ministry Team and need to prepare a budget request for the coming year. What is your part in the mission of the church? A statement might be: "The Stewardship Ministry Team strives to make all church members aware of the talents and resources of which we have been gifted and maximize the use of those resources so that the church can achieve the mission set out before us."

- II. What are the objectives that your team wishes to accomplish in the upcoming year? Some of those objectives may be standalone objectives and others may be continuations of objectives begun in previous years. Each objective must be tied directly back to part of the mission statement; if it cannot then we don't need to be doing it.

EXAMPLE: The Stewardship Ministry Team then must determine what objectives it wishes to accomplish during the next year. One objective might be "to create awareness in each church member of how his or her time, talent and money can be used to forward the spread of the Gospel around the world." This enhances our participation in evangelism and provides opportunities for reaching others with the Gospel message. Although this directly deals with learning (discipleship) it promotes witnessing (evangelism).

- III. What must the organization and church do to accomplish these objectives? Define a course of action to implement your concept.

EXAMPLE: The Stewardship Ministry Team has developed the following action plans to achieve these objectives. First, the church will hold a Stewardship Fair in the month of April to learn how church funds are being used. Also, guest speakers will be solicited from supported agencies and organizations to share their successes and needs. A second action plan might include the use of surveys and tests to discern giftedness and interests among the membership.

- IV. The tables should be filled out with the costs for each action plan. These can be a "ballpark" amounts based on your research of similar programs or events or it can be a



specific cost that you've identified (such as for a specific speaker or program). Total up the costs in the last column to come up with a grand total for each action plan. The action plans are meant to provide options should your "ideal" action plan not fit in the budget.

EXAMPLE: Action Plan 1 for the Stewardship Ministry Team includes several events, speakers, and classes intended to support the objectives outlined previously. It's the "best case scenario" for the year. Action Plan 2 eliminates some of the pricier activities but still includes several events and classes in order to provide a more budget friendly, yet still objective friendly option. Action Plans 3-5 continue gradually reducing costs in order to provide options should the financial resources of the church not meet the needs of the more costly action plans.

Finance Ministry Team Appendix Item – Offering Counting Attachments

SUMMARY FOR OFFERING RECEIVED

DATE: _____

| | COIN | CURRENCY | CHECKS | TOTAL |
|---|-------|----------|--------|-------|
| LOOSE PLATE GENERAL: (All anonymous money & envelope numbers 701 and above) | _____ | _____ | _____ | _____ |
| STEWARDSHIP GENERAL: (Envelopes 1 - 700) | _____ | _____ | _____ | _____ |
| STEWARDSHIP BUILDING: (Envelopes 1 - 700) | _____ | _____ | _____ | _____ |
| INITIAL/APPORTYONMENT: | _____ | _____ | _____ | _____ |
| DEACON FUND: | _____ | _____ | _____ | _____ |
| DONATIONS/OTHER: | _____ | _____ | _____ | _____ |
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| TOTALS: | _____ | _____ | _____ | _____ |

MEMORIALS:

| | | | | |
|-------|-------|-------|-------|-------|
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| _____ | _____ | _____ | _____ | _____ |

OFFERING COUNTED BY: _____ **DATE:** _____



Title: Receipts Guideline

Purpose: The purpose of the Receipts Guideline is to establish controls and cash handling guidelines to safeguard against loss and define responsibilities.

Sunday Offering

- All monetary collections received during a worship service at Westminster Church (Church) shall be placed into a single envelope by at least two ushers, acting together, who shall then seal, sign and date the envelope and place it in the bank safe.
- On the next possible day (typically Monday), at least two counters, acting together, shall open the safe and count and record the previous Sunday's offering on the counting forms, as per the Counting Procedures. They shall also count all other cash and checks in the safe. They shall promptly stamp the back of each check with a restrictive endorsement stating "For deposit only to account # [WPC's operating account #]." A report is generated through the church software that lists the checks to be deposited. That report/ list is attached to the counting paperwork. All cash and change shall be counted twice, with the cash and change amount listed on the deposit slip. The completed deposit slip and correlating funds shall be deposited in the WPC designated bank account as counted and recorded. The counting forms and any correlating documentation, as described in the Counting Procedures shall be kept for future references.
- The Finance Ministry Team shall periodically propose to the Session the counters who shall serve if approved by the Session and have passed required background checks. All counters must sign a confidentiality form.
- A copy of the bank-validated deposit ticket shall be returned to the Church promptly, and attached to the copy of deposit slip.
- The Church Office Manager shall record all monetary collections in the Church accounting system according to account number and Church management software according to Church donor.
- A counter should verify the counting form total to the bank validated deposit slip the following week.

Online Giving

- The Church Office Manager shall record online giving amounts in the Church management software according to Church donor, and the Church accounting software according to account number weekly.



- The Church Office Manager shall ensure online giving fees are appropriate annually.

Handling of Money Received From Other Sources

- The person acting as cashier should count the money at the conclusion of the activity; record the receipts along with complete documentation as to what the money was collected for; sign and date the record of receipts; place it all in an envelope; seal, sign and date the envelope; and place the envelope into the desk dropbox.
- Money received in the mail or money delivered to the Church office during the week shall be placed into an envelope, checks stamped, along with appropriate documentation showing its source; seal, sign and date the envelope; and place the envelope into the Church safe to be counted along with the weekly offering moneys on following Monday morning.

Approval

Randa Thomas

Clerk of Session

10/8/17

Date



Title: Disbursements Guideline

Purpose: The purpose of the Disbursements Guideline is to set out the Westminster Church (Church) procedures and requirements for disbursement of funds.

Ordinary Disbursements

1. The Office Manager or designated Assistant shall handle all disbursements from the Church's bank accounts, including payroll for Church staff.
2. The Finance Ministry Team is responsible for designating authorized check signers and those individuals with general banking authority for all Church bank and investment accounts. The listing of designated check signers can be found on the Check Disbursement and Expenditure Guideline.
3. All disbursement checks in excess of \$1,000 shall require the signatures of two authorized signers.
 - a. The use of signature stamps is expressly prohibited unless approved by the Finance Ministry Team, and only with an approved process.
 - b. Signers of disbursement checks will match the check amount to attached source document as well as exam church purpose.
4. Every check issued must be supported by a source document (e.g., a receipt, invoice or check request). The source document will be retained according to the Church Document Retention Guidelines.
5. Some expenses may be paid via online transfer, pursuant to prior approval by the Church Finance Ministry Team.
6. Expenditures shall be monitored by the responsible employee against the budgets that were approved by the Session for each Department and/or Ministry Area and/or major line item. Departments and Ministry Areas will maintain the flexibility within their budgets to over/under spend individual line items provided that the total cumulative budget for the year does not exceed the budgeted spending level.
7. Session approval is required for a Ministry Area to overspend its total annual budget, except in an emergency or other extraordinary circumstance (e.g., an expenditure by the Property Ministry Team to repair an unforeseen leaky roof or faulty furnace). The approval of emergency or other extraordinary circumstances can be made by the Clerk of Session, Church Treasurer, Finance Ministry Chair, or Senior Pastor.
8. Although each Ministry Area and/or Departments are authorized by the Session to spend up to 100% of the budget approved for that Committee, a Purchase Order is required for each transaction so the Church Office Manager can track and report expenditures correctly and timely, and to provide additional accountability. Any expenditure over the amount of \$500 must have the prior approval of the Senior Pastor.



Reimbursement for Purchases Made on Behalf of the Church

1. Requires a Purchase Order signed by the appropriate Ministry Team or Department member. Any expenditure over the amount of \$500 must have the approval of the Senior Pastor.
2. Must have the original receipt(s) attached to the Purchase Order, unless otherwise approved.
3. Shall be paid by check (mailed or hand-delivered) within two weeks following receipt of the required paperwork.
4. Expenditures from restricted or designated Funds shall be approved only to the extent that cash has been accumulated for the specific purpose being requested and only if that purpose is consistent with the restriction or designation.
5. Staff members shall be reimbursed for mileage and any other reasonable ministry and professional expenses for which an allowance has been established within the operating budget or as otherwise approved by the Session.

Payroll

1. The payroll is administered in-house using Intuit QuickBooks payroll software. The Office Manager processes payroll, including both direct deposits and manual payroll checks. If a manual payroll check exceeds \$1,000, two signatures are required.
2. The Office Manager shall pay all tax liabilities prior to all required deadlines, following the Department of the Treasury, Internal Revenue Service Publication 15: Circular E Employer's Tax Guide from the most current year. All quarterly and yearly payroll tax reports are to be filed by the Office Manager prior to all required deadlines. These include W-2's to the employees and W-3's to the state and federal entities, as well as the 941 and Sch. B – Quarterly Federal Tax Return.

Approval

Ronald Bremer

Clerk of Session

10-8-17

Date

Title: Records Retention Guideline

Purpose: To establish guidelines for retention and/or destruction of church records.

Security: All records of a personal, sensitive nature where an individual's name may be connected to their social security number, church contribution amounts, and payroll information must be secured under locks with controlled access.

Disposal: All boxes should be labeled with their content and disposal date. Cross cut shredding will be used as the means of disposal. Paper clips and clamps should be removed before shredding. Staples need not be removed. When the disposal of church records are contracted to an outside entity, a Certificate of Destruction document will be provided that includes:

- Name of the company providing the service.
- Date and time of the on or off-site destruction.
- If documents are picked up, name of route service driver who picked up the documents.
- A church employee will attach to the Certificate of Destruction a category of documents being destroyed (example: A/R 2009, A/P 2010).
- Signature of person approving destruction of records will be attached to the Certificate of Destruction.

If the disposal of records is completed internally, the Certificate of Destruction shall include:

- Date and time of the on-site destruction.
- The category of documents being destroyed (example: A/R 2009, A/P 2010).
- Who the records were destroyed by.
- Signature of person approving destruction of records.

All drafts or working copies must be destroyed when documents are final.

Procedures: The following procedures shall apply for the retention of records by Westminster Church:

a. Keep the following records on a permanent basis (These include records which are a permanent part of the history of the church; have a statutory basis in law; or are required by the Presbyterian Church USA):

- Deeds, mortgages, bills of sales for major purchases (if property is unsold).



- Audit /Financial statements.
 - Property appraisals / Assessments.
 - Chart of accounts.
 - Cash books.
 - Session & Congregational minutes.
 - Ministry minutes.
 - Tax returns/ Payroll Tax returns.
 - Church Rolls & Registries.
 - Church history.
 - Capital stock and bonds records.
 - Canceled checks for important payments (i.e. taxes, purchases of property, special contracts, etc.). Checks should be filed with the papers pertaining to the transaction.
 - Legal and tax related correspondence.
 - Depreciation schedules.
 - Year-end financial statements.
 - General ledgers, year-end trial balance.
 - Insurance records, accident reports, claims, policies, etc.
 - Retirement plan records.
 - Trademark registrations and copyrights.
 - Incorporation records.
 - Subject correspondence.
 - Manuals/handbooks.
 - Newspapers/newsletters.
 - Brochures/promotional material (1 copy).
 - Photographs
 - Wills and bequests.
 - Asset records.
 - Church charters and bylaws.
 - Copies of Forms W-2 and filing Form W-3.
 - Copies of Forms 1099 and filing report Form 1096.
 - Copies of payroll tax deposit records; monthly and quarterly.
 - Copies of employee IRS Forms W-4s
- b. Keep the following for three years:
- Contracts-active.
 - Accounts payable invoices.
 - Bank deposit slips.



- Cash receipt records.
 - General/routine correspondence (acknowledgments, requests, travel arrangements, etc.).
 - Bank statements.
 - Expired insurance policies.
 - Petty cash records.
 - Internal audit reports.
 - Purchase orders.
 - Trial balances
 - Pledge cards.
- c. Keep the following for seven years:
- Payroll records, summaries and tax returns.
 - Accounts payable ledgers and schedules.
 - Receipts of purchases.
 - Accident reports/claims (settled cases).
 - Copies of congregations annual giving records.
 - Monthly contributions records, including worksheets and check copies if applicable.
 - Federal/state tax reports

d. Keep the following for eight years:

- Accounts receivable ledgers and schedules.

e. Records retained until out of date, no longer serviceable or there is no reasonable reason for retaining:

- Insurance policies.
- Copies of loans and associated documentation.
- Manuals for computer programs.
- Attendance records.
- Copies of documentation for grounds and building equipment including sales receipts, assembly instructions, owners operating instructions, etc.

f. Employee Retention Records

The retention periods for terminated employees' and applicants' records and compliance reports are as follows:

Pre-employment records:

- Résumés, applications and related employment materials, including interview records and notes, for applicants not hired - 3 years.
- Résumés, applications and related employment materials, including interview records and notes, for employees - 4 years after date of termination.
- Background checks, drug test results, driving records, company employment verifications, credits checks, letters of reference and related documents - 5 years.

Employee records:

- Terminated employee I-9 Forms - the later of 3 years from date of hire or 1 year following termination of employment.
- Compensation, job history, and timekeeping records - 4 years after termination.
- FMLA and USERRA and related leave records - 3 years after termination.
- Performance appraisal and disciplinary action records - 4 years after termination.
- Benefit records - 6 years after the filing date of the documents, based on the information they contain, or 6 years after the date on which such documents would have been filed but for an exemption or simplified reporting requirement.
- Disputed issues (records relating to issues 2 years after resolution of dispute involving external agencies or parties, wage-hour investigation by DOL, EEOC charge, arbitrations, court actions, etc.).
- OSHA and employee safety records - 5 years after termination.
- Workers' compensation claims - 30 years after date of injury/illness.
- Employee personnel records, after termination - 7 years.

Approval



Clerk of Session

10/6/17

Date



Westminster CHURCH

Title: Check Disbursement and Expenditure Guideline

Purpose: The purpose of the Check Disbursement and Expenditure Guideline is to establish guidelines for the use of check signatures on accounts payable and payroll checks as well as to set guidelines safe guarding the assets of the Church.

Check Signing

- Check signatories shall include the Senior Pastor, Session Chair, Church Treasurer, Finance Ministry Team Chair, and a Finance Ministry Team Member. All check signers shall be adequately bonded.
- Vendor checks and expense reimbursement checks are printed on a bi weekly basis. Checks shall be prepared by the Office Manager or a designee. NO accounts payable personnel shall be authorized to sign checks.
- One manual signature is allowed for checks up to the amount of \$1000. Two manual signatures are required for checks above the \$1000 threshold amount. Wire transfers are also subject to this procedure.
- When two check signatories are required, they shall be independent of each other.
- Checks shall not be signed prior to preparation.
- The person signing the check must never be the person producing the check.

Expenditures

- Checks are never made payable to cash or bearer.
- Expenditures must be supported by an original invoice and Purchase Order. Purchase Orders may be obtained through the Office Manager or located in the Administrative Office mailbox area.
- All vendors shall be paid within 30 days to avoid the assessment of any late fees against the church
- Reimbursement shall be supported by original invoice or sales slip.
- Upon the preparation of a check, vendor invoices and other supporting documentation shall be attached to the check stub and paperwork filed.
- Sequentially numbered organizational checks are used to maintain a proper control over the checks. The Office Manager or a designee operating the accounts payable system shall ensure sequence of checks before the check is produced.
- If bank "Bill Pay" is utilized, the process must be accounted for in the accounting software through entry into the accounts payable system, general ledger, or checkbook. The Bill Pay process will be supported by relevant documents, and paperwork filed.



Westminster CHURCH

- Checks may be voided due to processing errors by making proper notations in the check register and defacing the check by clearly marking it as --VOID. All voided checks shall be retained to aid in preparation of bank reconciliation.
- Stop payment orders may be made for checks lost in the mail or other valid reasons. Stop payments are processed by telephone instruction and written authorization to the bank by accounting personnel with this authority. A journal entry is made to record the stop payment and any related bank fees.
- Checks are kept under lock, and physical access to unissued checks is restricted to the Office Manager and a check signor key holder.

Approval

Clerk of Session

6-18-17

Date



Westminster

C H U R C H

Title: Credit Card Guideline

Purpose: This guideline serves as a form of internal control for the Church as well as responsibility guidance to employees.

1. The Church may provide credit cards to those staff members deemed appropriate by the Senior Pastor. Each Church credit card is assigned a monthly credit limit set by the Senior Pastor and Finance Team Ministry Chair.
2. Purchases made on Church credit cards are restricted to items directly related to Church business, programs and operations. Expenses must be for approved budget items only. Any items not budgeted must be authorized by the Finance Team Ministry Chair, before the monthly Finance Ministry meetings.
3. Each charge must be substantiated by invoices or sales receipts that are attached to a completed Purchase Order. Documentation of each expense shall be submitted as soon as possible, and no later than 10 days from the date of purchase. Purchase Order forms can be found in the church mailbox area or by contacting the Office Manager.
4. No regular operating expense (e.g. monthly telephone bills, internet agreement, etc.) shall be charged to a credit card.
5. The failure to properly document charges and/or to submit credit card receipts to the Office Manager in a timely manner may result in forfeiture of the user's card. The employee may also be held responsible for personal reimbursement of the credit card invoice.
6. The corporate credit card cannot be used to obtain cash advances, bank checks, traveler's checks, or electronic cash transfers for Church or for personal use.
7. Cardholders are required to sign a cardholder agreement indicating they accept the terms set by the Church. The cardholder agreement can be obtained from the Office Manager.
8. Upon termination of employment, the employee shall surrender the Church credit card, and the Office Manager shall notify the credit card company to close the employee's credit card account.
9. The Office Manager shall match credit card invoices to the monthly statement. In addition, the Office Manager shall audit purpose and application of purchases.

Card Holder

Date



Westminster C H U R C H

Title: Employer Credit Card Agreement for Employee

Congratulations! You have been granted the privilege of having a Church credit card. Your participation in the credit card program is a convenience that carries responsibilities along with it. Although this card is issued in your name, it is Church property and must be used with good judgment. By signing this agreement, you acknowledge that you understand and will comply with all of the Church guidelines, as listed below.

I, as an authorized and approved cardholder have been trained and fully understand and agree to the following terms and conditions regarding the use and safekeeping of the credit card entrusted to me:

1. I accept full personal responsibility for the safekeeping of the credit card assigned to me, and that absolutely no one, other than me, is permitted to use the credit card assigned to me. All charges download as a 'receivable' and therefore are ONLY associated directly to the cardholder.
2. I will be making financial commitments on behalf of the church and will obtain fair and reasonable prices.
3. I will submit my purchase documentation (Purchase Order and invoices) to the Church within ten days of purchase of supplies, and within 5 days after completion of a business trip.
4. When I use my credit card, I understand that these purchases will result in a "receivable" against me and I am responsible for repayment of any of these charges deemed not allowable. I further understand that any unallowable amount must be repaid to the Church within 30 days after the purchase documentation has been filed.
5. In the event that I fail to repay any non-allowable amount, the Church is authorized to withhold the full amount from any payment (s) due me from the Church, including payroll checks, as repayment. I understand that failure to follow these provisions more than once within any 12 month period will result in suspension of my credit card.
6. I will not use the Credit card for non-Church related expenses, unauthorized purchases, or for personal purchases.
7. I will immediately report the theft or loss of my credit card to either the Senior Pastor, Office Manager, or Finance Team Ministry Chair a Westminster Presbyterian Church.
9. I understand that I cannot use the credit card as a financial reference to obtain personal credit cards or loans.



Westminster C H U R C H

10. I understand that I am personally responsible for obtaining ALL original detailed receipts (purchase and credit documents) and submitting them in accordance with Church Credit Card Guideline, for those purchases where a receipt is required.
11. I understand that any purchases made by me will be recorded and reviewed in management reports, to insure compliance with credit card guidelines.
12. I understand that failure to follow any of the above listed terms & conditions or if found to have misused the credit card in any manner may result in:
- Revocation of the privilege to use the credit card
 - Disciplinary action
 - Termination of employment, and/or criminal charges being filed with the appropriate authority.
13. I agree to surrender the credit card immediately upon request or upon termination of employment for any reason.

I, _____ hereby accept the above terms and conditions and acknowledge receipt of the Credit card.

Date Employee Signature

Employee email address

ANNUAL

REPORT

2018



Westminster
Church

Elevate Jesus * Empower People * Embody Love

For the glory of God, in the power of the Holy Spirit, by the grace of our Lord Jesus Christ, we are called...

- To a **joyful life** of prayer and worship in all circumstances
- To a **deep life** of discipleship, rooted in God's living Word
- To a **shared life** of community as an inter-generational church family
- To a **significant life** of servanthood in response to God's gifts and purpose
- To a **transformed life** of freedom and wholeness in Jesus Christ

Grounded in God's Word, worship, and prayer, and seeking to be open to the Spirit, we believe God is giving Westminster this specific vision for ministry:

Elevate Jesus. Empower People. Embody Love.



Congregational Annual Meeting Sunday, January 6th, 2019

- Call to Order and Prayer
- Presentation of 2018 Annual Reports
- 2019 Budget Presentation
- Voting on Pastoral Terms of Call
- Electing 2019 Nominating Committee
- Looking Ahead to the Future
- Comments and Questions

Pastor's Report

Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is – his good, pleasing and perfect will. (Romans 12:2)

Dear Friends in Christ:

Church life, like a person's life, has seasons. Circumstances, trends, problems, and opportunities – they all come and go with time. But one of the things that doesn't change is the biblical summons to continually resist conformity to the world, and continually experience whole-life transformation as our minds are renewed by the gospel. This will be our calling as long as we draw breath.

As I look back at 2018 at Westminster, I am greatly encouraged about this life we are living out together, and extending to others! One of the most encouraging things to me is seeing people from our church family reaching out to others in care and witness. Too often, congregations professionalize ministry, expecting paid staff and appointed leaders to do ministry for them, but at Westminster I see so many people working out their faith with vision and selflessness. So many people spontaneously serve others in their lives, and many serve as in the church and in the community. Thank you!!

Having said that, I am deeply grateful for our excellent leadership. We have a truly exceptional staff – both paid and volunteer. These people share their gifts freely and inspire others to do the same. They work hard, often far above what is expected. And they are committed to Jesus and the church. One of the greatest blessings of my calling is to share worship, prayer, and faith (it goes both ways!) with our staff and officers on a regular basis.

This year we welcomed Andrew and Laura Bellisle to our church family, as Andrew now serves as a Pastor for Discipleship and Youth. I can't begin to tell you what a blessing it is to have the Bellisles among us. Andrew is an excellent colleague, and is off to a strong start helping lead people into a transformative relationship with Christ.

In 2018, in which Andrew was on staff only part of the year, Westminster's financial giving was strong, leaving us at the end of the year with some money in the bank. Thank you for your consistent giving! It needs to be mentioned, though, that this should not be seen simply as a surplus that allows us to ease up. Some of the funds in our checkbook are designated for specific purposes; we have a number of expensive building maintenance projects in the wings; and as our insurance costs rise sharply we need a significant amount available to meet our annual deductible. I am convinced that Westminster can and will continue to grow in generous and joyful financial stewardship as our minds are continually renewed by the gospel.

One of the most important accomplishments of this year was to approve a statement of Westminster's gospel-centered mission: **Elevate Jesus. Empower People. Embody Love.** This mission should roll off our tongue easily, and be at the center of everything we do. In the coming year, I want to take it one step further. What is God specifically calling Westminster to accomplish because of this mission? Won't you join me in asking God to further reveal his plans for us? Stay tuned...

God is faithful, and without him we can do nothing. This is our hope. And because of this hope, I look forward to a rich and fruitful year together in 2019!

Grace and peace to you,
Pastor Bob

Session Report

The Session held eleven (12) Stated (regular) Session meetings in 2018.

Elected Members of the Session:

| <u>Class of 2018</u> | <u>Class of 2019</u> | <u>Class of 2020</u> | <u>Additional Elder</u> |
|----------------------|----------------------|----------------------|-------------------------|
| Ron Wilgers | Jill Arbeiter* | Bill Dambow | Andrew Bellisle** |
| Greg Swenson | Jim Speirs | Nicci Jansen | |
| Susan Aurand | Coralee Carter* | Shane Griffin | |
| Rhonda Ennen | Cathy Knapp | Cindi Wanek | |

(*resigned fall of 2018)

(**elected as Elder in order to serve as Commissioned Ruling Elder/Pastor)

For the Record (recorded in 2018)

Baptisms – 5

| | |
|----------------------|-------------------|
| George & Shiloh King | July 29, 2018 |
| Tuguldur Purevdorj | August 19, 2018 |
| Tyler Barker | August 19, 2018 |
| Xavier Paul | December 23, 2018 |

Funerals at Westminster – 8

| | |
|-------------------|------------------|
| Charollene Coates | January 15, 2018 |
| Michael Joynt | January 18, 2018 |
| Leilah Talbot | February 3, 2018 |
| Norine Carswell | March 7, 2018 |
| Maybelle Millard | May 8, 2018 |
| Cora Corneliuson | May 8, 2018 |
| Irene Fischer | May 25, 2018 |
| Janice Tobin | October 13, 2018 |

Active Membership Roll, December 31, 2017: 228

Addition to Roll (new members): 17

Membership Losses: 35

Active Membership Roll, December 31, 2018: 210

Respectfully submitted,

Rhonda Ennen, Clerk of Session

Deacons Report

Members: Sharlyn Swenson, moderator, Joan Paris, vice moderator, Terri Holts, secretary, Jan Matkins, secretary, Cheryl Barker, Karen Carnes, Jeanette Hamilton, Nancy Hook, Brenda Nolting, Kathy White, LaVonne Youngs, and Stan Zakinski.

The Deacons ministry is to care for and witness to the church family and the neighborhood. We do this through the following: visits to homes or the hospital, coffee fellowship after worship, responding to needs that we know about, providing meals or gift cards, preparing and serving the Lord's Supper, Ash Wednesday's supper, and other fellowship gatherings. We assist with funeral receptions and the Thanksgiving dinner at Camp Rimrock. We offer Christmas poinsettias and Easter lilies with opportunity to honor our loved ones, and the donations go to local ministries. We have begun a new ministry, the Joshua Project, to recognize our active duty military and local first responders.

We thank the congregation for their generous support!

We also thank the Class of 2018 for their service: Karen, Terri, Nancy and Sharlyn.

Welcome to the Class of 2021: Marilyn Brooks, Linda Erickson, Amy White, and Jill Wilgers.

Respectfully submitted,
Sharlyn Swenson

Pastor for Discipleship Report

Church,

It has been a tremendous blessing to join the life of Westminster. I am so proud to be part of this congregation. Laura and I have quickly fallen in love with the people who make up this church. We trust you and your desires for one another and for the community of Rapid City. We are positively challenged and encouraged by you. Our jobs are fulfilling. Our home feels like home. I am even beginning to know my way around, despite my directionally challenged self. Thank you for all you have done to make us feel welcome!

As for my work, I hope that you have felt encouraged by the vision and passion God has given me for discipleship in Rapid City. I wholeheartedly believe the Lord has huge plans for the deep and meaningful relationships that are spurred on by Westminster. I have been eager to get to work because God's kingdom-work is worth the excitement.

With Lacey having done such a great job with our children's ministry, it was my first priority to re-strengthen our youth ministry. I have been overwhelmed by the support I have received in that effort. We have 12 dedicated adult volunteers pouring into our youth right now, and as a result, our teens are rallying.

We have every reason to believe that our children and youth ministries will continue to grow! Our students are amped to be in church—to the point which they get upset with their parents when they cannot attend. Sorry parents...but what a problem to have!

My next major focus will shift toward adult LifeGroups. We need to continue unifying our vision and model of gathering adults for discipleship. I am spurred on by a few of our LifeGroups who have successfully met for years. I want to learn from them, and I also want to bring in some new ideas. I look forward to how God will continue to use our intentional effort to build a supportive LifeGroup structure at Westminster!

Finally, it has been a pure joy to watch Westminster Backcountry come to life. Bill Beck has poured hours upon hours into following God's lead with this adventure ministry. There is a buzz beyond our church walls about its potential. Please pray in particular for the partnerships that seem to be forming with Young Life, Thrive, and our own PCUSA camps in the Black Hills. Together, we could use God's "home turf" of Creation to point people into the Maker's arms.

If any of these happenings excite you, please feel free to reach out to me. We could always use new volunteers in the realm of discipleship. That's all from me for now! For more info, please read the detailed reports from each sub-ministry team of Discipleship (Children, Youth, Adult, and Westminster Backcountry).

Under the Redeeming Grace of Jesus,
Pastor Andrew Bellisle

CHILDREN'S MINISTRY

Children's Ministry continues to use the Orange Philosophy, which combines the light of the church (yellow) with the love of the family (red) to instill a lasting faith (orange). This ministry has multiple facets that include; Sunday Morning Discipleship (Kidventure), Wednesday Night Refuel, Orange Team (creates opportunities to connect with parents), Vacation Bible School and Nursery.

Kidventure is our main event and we have seen a consistent number of kids which lands around 20 come to 9 am discipleship. Interestingly we have had closer to 30 kids come to Kidventure which means that many of the children are not able to come consistently due to various circumstances. We understand these struggles that parents are dealing with. We will continue to encourage families to come consistently but also meet families where they are at, working hard to make each Sunday meaningful to have maximum impact when we do see these families. Kidventure would not happen without the incredible volunteers that we have who commit to sharing the Love of Jesus with our kids each week. Westminster is very blessed to have these Kidventure Volunteers.

Vacation Bible School is also a major event that Children's Ministry takes on. This is a huge event in both preparation and magnitude for one week in June. It was a delight to combine resources this past year with First Presbyterian Church. Working with Paula and her team made it possible to see over 80 kids come consistently through Westminster's doors. Through amazing worship and storytelling, time with small groups, and fun and games, these kids heard repeatedly just how much Jesus loves them. I am excited to work with First Pres. again this year at their building and we are expecting numbers to grow.

Children's Ministry also many other things going on within Wednesday Refuel, Orange Team, and Nursery. There is a lot going on! Our current challenges are old challenges and ones that every church encounter. I have 19 wonderful volunteers that show up consistently every Sunday morning, which is a lot! This is fantastic, but it also means that the pool of folks to help on Wednesday night has gotten smaller. We are always looking for more volunteers for Refuel, and just recently nursery. We will go through the process again in August to find volunteers for Sunday mornings. Despite the struggle, God has been incredibly faithful in filling all holes and gaps this past year and I am fully expecting Him to continue to do so.

I am excited to see what God has in store for the Families of Westminster in 2018. Looking back on all the things Children's Ministry does, our main goal is to see the children of Westminster develop a lasting faith and grow deeper in their relationship with Jesus. Children's Ministry continues to look for ways to connect with families so we can work toward these goals together.

God bless,
Lacey Brown
Children's Director

Youth Ministry Report

Many exciting things have happened with our youth ministry this past year! Pastor Andrew Bellisle came to Rapid this past May and joined our youth on their summer mission trip to Denver. Pastor Andrew has been working extremely hard with our leaders and youth to set up systems for youth nights, mission events, fundraising opportunities, as well as fall/winter/spring retreats. Our Fusion retreat this past fall was an overwhelming success. We are excited to report that Westminster Backcountry is another area of youth ministry that has been formed. It will be a treasure to see how this program will continue to serve our youth outdoors while simultaneously elevating Jesus and digging into His word. We are so grateful and give praise to God for our new leader as well as our other committed leaders and youth. So much to be thankful for, and it is truly awesome to see how God is working in the lives of our kids and His ministry here at Westminster.

We have been planning events for the next year that focus on elevating Jesus, empowering people and embodying love. Our youth nights' main focus are His word and how we can apply His message in our lives. We have one Wednesday a month dedicated to empowering our kids/leaders to embody His love and serve our community and/or our church. We have also set up our summer mission trip where we will be embodying love right here in our local community! Praise God!

Going forward in 2019, we're going to create more opportunities to empower students and give them some freedoms previously unseen around Westminster. Adults will need to trust our students, and in turn students will need to rise to the occasion. We also request continued prayers for our leaders and youth as well as prayers to reach future leaders and find young people that are searching for a welcoming environment regardless of social status at school or financial climate at home.

Blessings in Christ,
Nicci Jansen
Elder Liaison to Youth Ministry

Discipleship Ministry Report

Adult discipleship focused on two primary approaches in 2018:

The first followed a class format, and benefitted from meeting at a traditional time on Sunday morning. There were two choices during this time: (1) Pastor Bob led a class on the Gospel of Luke, with attendance ranging from 10 to 25. (2) Jim Speirs and Larry Froistad also led a class meeting at the same time—a class from The Gospel Project, a three-year program focused on the scriptural basis of important Christian doctrines. Attendance averaged around 10.

The second approach consisted of LifeGroups, three of which met on Wednesday nights, and three which met at other times during the week. Wednesday night groups benefitted from child-care provided by Westminster.

Our LifeGroup model this year allowed for each group to choose the focus of their own study, but we also provided study guides related to our sermon content. Some groups chose to use the Westminster materials, and still others chose to follow book-studies of their own.

All LifeGroups built their time around personal sharing, prayer, and Bible study (in a group discussion format). All LifeGroups have also been encouraged to consider service projects, such as participation in Love INC activities, and one group even committed to serving the evening meal for Life INC classes.

Finally, we'd like to highlight the work of Mary Jacobs, in leading introductory LifeGroups through a book called *Epic*, by John Eldredge. Mary has, twice now, put together groups of new members of Westminster to study this material. Following both trials, we have successfully introduced people from that Epic study into other sustainable LifeGroups. This model could continue to add to the people involved in LifeGroups at Westminster.

LOOKING FORWARD:

We plan to continue building these programs and bringing structure to how we conduct Adult Discipleship. We particularly hope to unite the different LifeGroup leaders so that we are able to thank, support, and train them to be even more effective leaders in their groups.

Please continue praying that this model of discipleship could continue to be used by God in our church, to further develop Christian leaders and spiritual growth for our entire congregation. And please continue to let us know what would improve or better invite people into our framework of Westminster LifeGroups.

Humbly,

Greg Swenson, Elder Liaison to Adult Discipleship

Andrew Bellisle, Pastor for Discipleship and Youth

Westminster Backcountry Report

Our team is thrilled with how far we've come in a year! Growing from a "mustard seed" idea into an active ministry has only been possible because Westminster Church's leadership has "empowered people" to pursue what we believe God has placed upon our hearts.

Major Events:

- (1) In August, five members, including 3 youths, experienced God in creation on a 3-day backpacking adventure.
- (2) We gained Session approval as an official ministry.
- (3) Two fundraisers are scheduled to help us purchase equipment: an outdoor photo contest in January and a pancake feed in March.
- (4) We have formalized ministry policies and produced a trail guide manual.
- (5) The finance team has included Westminster Backcountry in the 2019 budget!

Leadership Development:

- (1) Andrew has been meeting with Dr. Ashley Denton, Outdoor Leadership professor at Denver Seminary, to confer on building up the ministry.
- (2) Bill attended two classes – Wilderness Ministry Institute's Heart of a Guide and Wilderness First Aid.
- (3) Bill joined a Colorado backpacking ministry on a 5-day leadership training backpacking trip.

Growth of Ministry:

- (1) Two youth leaders are being recruited for training to become trail guides.
- (2) Rapid City Young Life is interested in sending some of their students and leaders with us on a backpacking trip in 2019!

Current Challenges:

- (1) Purchase of quality equipment is a big need. Rental costs are high. Our goal is to keep trip costs from becoming prohibitive by owning and providing our own gear to participants.
- (2) The ministry is gaining momentum, so please pray for us as we lead into 2019!

Finally, a huge "thank you" to Westminster Church for being so supportive of this ministry! We commit to pressing on toward the upward call of bringing glory to our Lord Jesus Christ through wilderness adventure ministry!

Sincerely in Christ,
Bill Beck
Leader, Westminster Backcountry

Finance Ministry Report

Finance Team Description: The Finance Ministry Team is responsible for reviewing and providing guidance for the Church's financial matters. The Team reports internally reviewed financial statements and reports monthly on financial activity to Session.

Finance Team Report: 2018 was a productive year for the Finance Team. Part of the year was spent creating new policies to establish clear guidelines and expectations that are in line with non-profit compliance requirements, updating procedures to reflect current happenings and ensure proper controls are in place, and hosting a "giving" seminar during which a tax partner from a local accounting firm shared unique ways for our members to give to the church. The other part of the year was devoted to initiating a new budget process and seeing it successfully carried out. Session approved next year's budget over a month in advance of our year end. God is good!

Our team is passionate about the church's financial health and ensuring that all our members have a clear understanding of how money is spent in support of the mission. One of the ways we are striving for transparency is through a monthly insert that is included in the church bulletin which details the current status of revenue and expenses. Additionally, as previously mentioned, the new budget process increases transparency and creates a more efficient and effective budget.

Part of the budget process included a Budget Workshop, which was held for the first time on October 25. Ministry Team leaders and church staff came together and shared their visions for 2019 for their respective ministries. Our leaders spent the prior month and a half praying and working out their individualized budget requests which were submitted to the Finance Team for review prior to the Workshop. During the Workshop everyone was given an opportunity to hear as big, amazing plans were shared that reflect the love of God. Our leaders walked away with a wealth of exciting information that we hope is being shared like wildfire throughout the church. The goal of the entire budget process is simple. Get everyone on the same page so we can all work as a team to further the mission at Westminster.

2019 is expected to hold all that and more as we will be conducting an internal review of our finances in February, creating more policies and procedures throughout the year, further improving upon the budget process and ultimately, going where God leads us. Our team is growing because our church is growing and we are so grateful! If you sense God calling you to serve him with your administrative skills, reach out to a finance team member as we'll have many opportunities this year for more people to get involved!

God bless,
Nichole Martinez

Personnel Ministry Team

The Personnel Team's primary responsibilities are 1) to recommend to Session candidates for compensated, non-pastoral positions, 2) to submit proposed salary policy to Session via the Finance team, and 3) to recommend to Session personnel policies. Westminster currently has the following filled positions:

| | |
|---------------------|----------------------------|
| Pastor | Bob Jacobs |
| Associate Pastor | Andrew Bellisle |
| Office Manager | Lisa Beck |
| Office Assistant | Jaime Heitne |
| Worship Director | Chan Foresman |
| Pianist | Rosellen Reese, and others |
| Children's Director | Lacey Brown |
| Nursery Coordinator | Stash Nikolaev |
| Nursery Assistant | Emmy Dressen |
| Custodian | Perry Schlepp |

The Personnel Team conducts periodic reviews of employees including the pastor. It makes salary policy recommendations to the Finance Team each November and submits minutes after each of its meetings to the Session Moderator. The Team meets four to six times a year, and the Team Leader sits on the Operations Team (Finance, Personnel, Buildings and Grounds) quarterly meetings.

Annual reviews are conducted of all employees including the pastors. Interim reviews are conducted every six months for long-term employees and monthly for new employees. The Team also considers the workplace interactions and processes within the Westminster organization and makes recommendations to Session on improvements to the organizational structure, policies, and processes. This effort includes meeting annually with the key volunteer leaders to better understand the needs of each of those areas of ministry. The Team is nearing the finalization of such recommendations.

Annual reviews occur in to accommodate the need for a completed salary policy recommendation for the Finance Team in early November. Mid-year reviews are now to be conducted in April each year.

The major goal for the team in 2019 is to review and complete the Westminster Operations Manual and forward recommendations to Session of any needed clarifications or changes in current policies and processes.

The 2018 Team

| | |
|--------------------------------|----------------|
| Stan Howard, Team Leader | Kate Hoffmeyer |
| Bob Jacobs, Ex-officio | Kent Baker |
| Susan Aurland, Session Liaison | Kevin Baas |

The 2019 Team

| | |
|------------------------------|----------------|
| Stan Howard, Team Leader | Kate Hoffmeyer |
| Bob Jacobs, Ex-officio | Kent Baker |
| Elder (tba), Session Liaison | Kevin Baas |

Submitted 12/6/2018 by Stan Howard

Congregational Life Report

The mission of the Congregational Life Ministry Team is to promote church unity, celebrate what God is doing in our lives, and build relationships. We do this through a variety of events including monthly potlucks, the Chili Cook Off, the Founder's Day Picnic in June, and the Block Party in August. We also plan and organize seasonal events such as the Advent Workshop, Soup Suppers during Lent, and Easter Sunday's Brunch. We also help with personal and congregational milestones such as birthday and anniversary celebrations, and Pastor/Staff Appreciation events.

Ways you can help/serve:

1. Bake Bread during Lent, no experience necessary!
2. Provide a pot of soup during Lent!
3. Make sweet rolls for Easter, no experience necessary
4. Help with setup and or cleanup at potlucks, and other events, no experience necessary!
5. Pray for our ministry team, no experience necessary!

I feel blessed to be a part of this ministry team and I want to take this opportunity to thank those who have served so faithfully this past year. We are thrilled to be adding Cindi George and Leanne Alcantara to our ranks and we are always looking for new members. Come join the fun!

Respectfully submitted,
Kathy Sisson White
Congregational Life Coordinator

Connections Ministry Report

The Connections Ministry Team helps to create a warm, welcoming environment for everyone who comes through Westminster's doors. This includes providing friendly greeters for all worship services as well as name tags for all new members. We assist with the "Starting Point" class (i.e. intro to Westminster) and follow up with visitors and those interested in joining the church. We also strive to involve current and new members in the life of the church by helping people identify and use their God-given gifts and talents for the benefit of the Westminster family and community at large. If you love getting to know new people and would like to join our team, please speak with me!

In Christ,
Mary Jacobs

“We Care” Report

We want to thank everyone who has participated in the We Care program this year. We made \$991.00 for Westminster Presbyterian and around \$1,500.00 for Church Response. This is down quite a bit from previous years. It is \$694 down from last year. We bought \$56,100.00 worth of certificates from Church Response total in 2018. Last year we bought \$77,800 worth of certificates. We encourage anyone who has not tried to use the gift cards to try them. We sell them before church on Sundays, and they are in the office during the week. We sell Safeway \$100, \$50, \$25, Family Fare \$100, \$25 and Sam's Club/Walmart \$100 or \$25. The grocery stores donate 5% back on each gift card. Sam's club give us 2%. We split this with Church Response. The gift cards can also be used for gas and prescriptions.

Church Response uses this money to minister to people in the community. We have been supporting this ministry since Nov. 9th 1994. That is 25 years. Church Response helps people in the community with food, home heating and or utility assistance, toiletry items, birth certificates and IDs. Church Response aids 200-250 families weekly, including nearly 400 children.

We are going to be giving our profits at the church to the youth ministry this upcoming year. We are excited to be involved with the Youth Ministry of the church. It is such an important part of our church, reaching that younger generation with the gospel of Jesus Christ. We pray you will help us support this ministry. We are hoping to raise \$2,000 dollars this year for them. It is such an easy way to raise money for this ministry. Please try buying a gift card and supporting both our church and Church Response as they minister to our community.

LeeAnn Rieman & Gail Millard

Worship Team Report

As we wake up every morning, as we drive to and from work, as we go throughout our day, and even as we move through the liturgy of our Sunday morning service, we hear and experience music. Music serves some distinct purposes in our lives and especially within our Christian tradition. Here are a few that came to mind as I prepared this report...

1. Music teaches us the gospel. Hymns and spiritual songs take our faith and compact it. In fact, the melody and phrasing of the music makes our faith memorable. Before we hear a word of scripture read or preached in the service, we've already taken in page after page through our singing. Hymns and other forms of music instruct us in the Good News, touching our hearts as well as our minds.
 2. Music connects us to God in unique ways. Singing allows a part of our hearts to speak to God in a way that doesn't happen as we hear the spoken word. Singing as a part of Christian worship is so much more than mere mental exercise. God created us to communicate with the very depths of our spirit, and singing is a way we can accomplish this in a profound and meaningful way.
 3. Music allows us to express our love to God with our whole being. Scripture commands us to "Love the Lord your God with all your heart and with all your soul and with all your might" (Deuteronomy 6:5 NRSV). Singing is one of the ways in which we express our love towards God with our whole being. Worship strengthens us, convicts us, builds us up, and even restores us.
 4. Music as worship fulfills God's command. Throughout scripture, we're commanded to sing. Within the Psalms (prayers set to music, the hymnal of the Old Testament) we read, "Sing praises to the Lord with the lyre, with the lyre, with the lyre and the sound of melody!" (Psalm 98:5 ESV); and "Serve the Lord with gladness! Come into his presence with singing!" (Psalm 100:2 ESV). God calls us to sing praise to the Lord and to sing in his presence!
 5. From the Heart. Singing is an important part of who we are and who God created us to be. We're all wired uniquely. We have different gifts, strengths, and favorite styles of music. Scripture encourages us to find the music that allows our hearts to sing and connect to God. Music that honors God will cause our hearts to sing. And when our hearts sing, worship happens!
- I would like to thank those that are part of the weekly worship team cycle; including, Tamara Henzlik, Brenda Nolting, Karen Carnes, Terri Holts, Amber Faiman, Eric Fuehrer, Ken Miller, Andrew Bellisle, and Eric Klienpaste. These fine folks provide a weekly commitment in leading our worship in song and Word, with rehearsals on Saturday and Sunday mornings.
- We also have a great team working in the "crow's nest", including Don Nolting, Vickie Foresman, Kate Hoffmeyer, and Lisa and Bill Beck. And some young people are also being trained for the team.

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Worship Team Report, cont.

For the majority of the year Monica Kelly served as our pianist, however, in November she moved to Missouri to be closer to family. Although she is missed, we are so excited to have Rosellen Reese playing on a weekly basis for Westminster. Her gentle spirit, serving heart, and magical fingers on the ivory, bring joy to us each week!

I so much appreciate those that sing seasonally with the Westminster Choir. We presented a Cantata on Palm Sunday, and performed throughout the Lent Season. This December the choir will provide special music throughout the Advent Season, and provide a special ministry while traveling to local retirement homes, sharing songs, singing carols, and sharing the Christmas message. Our tour will be concluded with a performance at the church along with a Potluck meal on December 15th. The Choir will also be part of the Christmas Eve Services.

When I came to Westminster in 2016, one of my goals was to make improvements in the areas of technology, lighting, sound and presentation. Modern technology drives information towards today's generation. It is in all aspects of our life, and this role will only increase in the future. I believe any house of worship that ignores this fact will have less of an impact on it parishioners, especially the children and young adults, whose learning and development is technology based.

2018 has brought us closer to the completion of this goal. Listed below are areas that have been updated, replaced or added to:

- repair to walls, and new paint
- Installation of new LED lighting in the house, providing more cost effective and consistent bulbs.
- Installation of new LED/DMX lighting to the chancel. Brighter lights with more color options.
- Replacement of the old computer and monitoring system, as well as new presentation software.
- New power amps, replacing the 20 year old amps that no longer worked. The new digital amps provide more power with cleaner output.
- New digital sound council, replacing the old analog board. Allowing for more flexibility, better sound balance and remote capability.
- An expansion of mic capability, amps, keyboards, and percussion, that flow through the sound system, providing an opportunity for more musicians and singers to be engaged during worship.
- A new projector and LED lighting in the Fellowship Hall.

I would also like to thank the members of Westminster who are part of the Bell Choir. It is always a blessing having you play for us the first Sunday of each month.

It continues to be a blessing to serve here at Westminster. I thank you for the opportunity.
Respectfully Submitted,
Chan Foresman

Servanthood Team Report

The Servanthood Team connects and offers paths for church members to fulfill our church mission (Elevate Jesus, Empower People, and Embody Love) within our community, our nation, and our world. 2018 was another very busy year. As a congregation, we not only maintained previous projects but enlarged some and added a few. The Following are ways in which parishioners lived their faith through service to others.

We maintained the following projects:

- *Donation carts for Cornerstone, Life Inc, Church Response, WAVI, and West Middle School West Middle School Clothing Closet
- West Middle School Outreach to Students and Staff/Teacher Support
- Advent Conspiracy to raise money and awareness. This year for the Tete Providence
- The Church Has Left the Building Day of worship through serving. (This year we worked with Love INC)
- Ride to Thrive to support the Thrive ministry of Love INC
- MOPS (Mothers of Pre-Schoolers) Support and Volunteers
- Navigators support for Mark Looyenga
- Young Life/Wyld Life Support and Hosting of Banquet
- Grocery Ministry
- Women's Christmas Mitten Tree and Purse Ministry
- Operation Christmas Child
- Monetary and Volunteer support for both Love Inc. and Cornerstone Mission
- Hosted Life Inc classes for the fall semester
- Continued our monetary support for the ministry of the Outreach Foundation in Mozambique

*We have maintained the number of meals we serve at both Cornerstone and Life Inc. and have maintained our support of their Fund Raising Banquets.

*We maintained our monetary support for Clothe a Kid, but increased the number of volunteers willing to shop with families.

We took on some new projects.

Our Street-side Pantry has finally been placed in the parking lot, and the Youth have taken on the collection and stocking of food for the pantry as a ministry. New collection boxes have been placed in the narthex for this purpose. The Youth have also added a monthly night of mission to their activities.

The Soul Sisters have prayerfully and enthusiastically taken on the Kitchen Ministry at Love Inc. This is a huge undertaking on their part but one that provides monumental blessings to struggling families in our community. New collection boxes have also been added in the lobby to support this mission.

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Servanthood cont.

In 2019 we want to continue all of these ministries. Our primary focus will be to encourage more and more participation from the congregation within these existing ministries. We pray every member of our congregation will find within these ministries an exciting way/s to express God's love that nourishes their soul and enhances their relationship with Jesus.

Westminster is an outward-looking congregation that blesses our neighborhood, community, and world. The task of community mission is huge and our team is in great need of people willing to help lead. We ask for prayers for new volunteers to our team and support for those now serving.

The Servanthood Team also asks for prayers for the continuation of the loving spirit that exists within our congregation and for prayers for the realization within each of us that we are the hands and feet of Christ, that His love, His care, come through us.

As a team, we thank each and everyone who reached out in love to another in 2018, whether through one of our ministries or individually, and made a difference in our world.

Sandra McFarland,
Servanthood Director