



2011

Minimum Standards for Compensation and Benefits

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Northwest Synod of Wisconsin

Evangelical Lutheran Church in America

Congregations walking together + for the sake of mission + in God's world.

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2011 Minimum Standards for Compensation and Benefits

for

Ordained Pastors

Associates in Ministry

Deaconesses

Diaconal Ministers

Program Staff

Support Staff

“The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ.” Ephesians 4.11–12

“For the kingdom of heaven is like a landowner who went out early in the morning to hire laborers for his vineyard. After agreeing with the laborers for the usual daily wage, he sent them into his vineyard. When he went out about nine o’clock, he saw others standing idle in the marketplace; and he said to them, ‘You also go into the vineyard, and I will pay you whatever is right.’” Matthew 20.1–4

This document is the complete and revised standards for compensation, benefits, reimbursable expenses, and non-financial compensation for 2011. It is submitted for approval to the 2011 Synod Assembly as Resolution #2.

The cost of living adjustment (CoLA) for 2011 according to the Social Security Department is 0.0%. These standards reflect that report and the difficult economic conditions in many of our communities.

Substantive changes include the following:

1. No change in base salary graphs, but a reduction in the cap from 35 years to 25 years of experience.
2. A change in IRS Mileage Reimbursement Rate from 55¢ in 2009 to 50¢ in 2010.
3. A complete rewrite of Appendix C—Ministry Review and Performance Evaluation.
4. A significant rewrite of Appendix D—Model Maternity or Adoptive Leave Agreement
5. A complete rewrite of Appendix E—Model Sabbatical/Renewal Leave Agreement.

Minor changes include

1. Further clarification that housing allowance applies to ordained clergy ONLY.
2. Several grammatical and flow corrections without changes to content or meaning.

These changes were developed by the Salary Standards Committee and approved by the Synod Council.

In 2010, the Salary Standards Committee plans to meet with several groups to talk about these salary standards and the general focus and direction to take in the years to come.

The Salary Standards Committee includes:

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Pastors

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I. COMPENSATION

A. SALARY

1. Years of Experience¹

While the responsibilities of pastors are similar to positions such as school administrators, hospital administrators, and business executives, the cash salary is typically more like that of master's level teachers with comparable years of experience and taking into account that pastors work twelve months of the year. The formula is:

$$\text{pastor's salary} + \text{housing} + \text{continuing education} + \text{official meetings} \approx \frac{4}{3} \times \text{salary of a teacher with a master's degree}$$

Taking an average of the salary standards for teachers with a master's degree in the four CESA districts within our synod boundaries, the base pay salary for pastors is comparable at zero years of experience, but falls behind that of teachers with one or more years of experience. Fair compensation with regard to education and profession must be a consideration when addressing salary for the pastor.

Experience	Base Salary	Experience	Base Salary
0	\$34,498	13	\$44,798
1	\$35,253	14	\$45,661
2	\$36,026	15	\$46,542
3	\$36,816	16	\$47,203
4	\$37,620	17	\$47,872
5	\$38,444	18	\$48,553
6	\$39,187	19	\$49,241
7	\$39,943	20	\$49,940
8	\$40,716	21	\$50,648
9	\$41,502	22	\$51,366
10	\$42,303	23	\$52,095
11	\$43,119	24	\$52,833
12	\$43,950	25	\$53,582

This chart was changed for the 2011 Salary Standards. The cap for raises based on years of experience had been 35 years. This change was made to reflect the financial realities of the majority of our congregations and to align these standards more closely with those of master level teachers. In no way should this change mean a reduction in pay for any pastor serving a congregation. Remember that these are minimum standards and congregations that are able to pay higher salaries for greater responsibilities should do so.

Note: These figures are minimum guidelines and are not intended to restrict a congregation in fairly compensating a pastor. Congregations that are not presently at the salary standard range should attempt to reach the appropriate level within three years.

¹ According to the Department of Social Security, the cost of living adjustment (CoLA) for 2009 is 0.0%, therefore the Salary Standards Committee and the Synod Council are recommending no increase based on years of experience.

2. Housing

For ordained clergy, the congregation provides (a) a housing allowance of \$11,000² or (b) a parsonage, including utilities, maintenance, phone, and housing equity fund.³ (See I.B on page 4.)

3. Additional Functions

Salary often is driven by other factors in addition to years of experience. While these are more difficult to objectively quantify, they should nevertheless enter into the conversation about salary. Some of these factors are:

a) Ratio of Staff to Size of Congregation (Based on Worship Attendance)

The size of the congregation and the ratio of staff to worship attendance should be considered. For example, a solo pastor with no program staff serving a congregation with average worship attendance of 250+ should receive an additional \$1,000 compensation to reflect the added demands placed upon them.

b) Supervisory Responsibilities for Program Staff

(1) \$1,000 for supervision of 2–3 program staff

(2) \$1,500 for supervision of 4+ program staff

c) Additional Education

Consideration of \$500 to \$1,500 for additional earned degrees beyond the Master of Divinity is appropriate.

d) Previous Work Experience Prior to Ordination

Experience may also include unordained ministry in the church and/or secular work which enhances a person's skills for ministry. Experience prior to ordination is calculated at the rate of $\frac{1}{3}$ to $\frac{1}{2}$ year for each year up to ten years of prior experience (up to 5 years credit).

4. Ongoing Considerations

a) Cost of living is not an adequate adjustment when used alone. Each year also brings with it an additional year of experience. Using only cost of living adjustments year after year ignores the accumulating experience level and results in the pastor gradually slipping below standards.

b) Review of performance and changes in levels of responsibility should also be considered annually, and may warrant additional salary consideration (see Appendix C).

5. Part Time Service

In order to remain on the ordained clergy roster, a pastor must maintain at least a $\frac{1}{3}$ time call (15 hours per week). In the event that a congregation calls a pastor part time, it should be understood that part time status pertains to all of the following: salary, responsibilities, and hours, including the proportional number of Sundays (e.g. $\frac{3}{4}$ time means three out of four Sundays, etc). The minimum contributions levels still apply for Board of Pensions health benefits (i.e. the minimum contribution is NOT proportional). Congregations may need to develop lay leadership in the areas of visitation to homebound and hospitalized, teaching confirmation and Bible studies, administration, pulpit supply, and more. An ongoing conversation with synod staff may be helpful.

² Pastors may request that some of their cash salary be designated as additional housing allowance (see I.B.1 under "Housing").

³ See considerations for parsonage allowances in I.B.2 under "Housing."

B. CLERGY HOUSING⁴

A unique feature of clergy compensation is the distinctive tax law regarding housing allowance for ordained ministers. This originated for clergy (and the military) because a parsonage was at one time standard for housing.

1. Housing Allowance

When there is a housing allowance, the pastor determines the amount of compensation to be set aside for housing allowance (based on IRS rules, form 1828) and submits it to the Congregation Council. The Congregation Council must annually include the amount to be designated for housing in the council minutes prior to the beginning of the new tax year. The pastor assumes full responsibility for complying with IRS definitions of “cost to provide a house.”

2. Parsonage

a) Electric/Gas/Water/Sewer

When a parsonage is provided to the pastor, all utility costs and repairs are paid by the church. It is recommended that the congregation pay directly for the parsonage utilities because current tax law and Board of Pension rules make such payment advantageous to both the congregation and the pastor.

OR in other instances when a parsonage is provided, the congregation may choose to grant an allowance for the pastor to pay for the utilities. The standard for this is \$2,400 annually. The annual costs should be reviewed to be sure this is in line with actual expenses for the utilities.

b) Phone Service

Since it is important to be able to contact the pastor in case of emergency, local phone service should be provided.

c) Housing Equity Allowance

Where a parsonage is provided, the congregation is expected to contribute to a housing equity fund. This may be done by enrolling in the Optional Pension Plan through the ELCA Board of Pensions and designating that payment as “housing equity program.” The purpose of this allowance is to provide financial resources under the supervision of the Board of Pensions for the pastor to purchase housing upon retirement, or when a new call requires the purchase of a home. This fund is not subject to income taxes since it is not paid directly to the pastor. The formula for the suggested amount is as follows:

$$\text{housing equity allowance} = (\text{salary} + 30\% \text{ of salary}) \times 4.5\%$$

3. Furnishings Allowance

Whether the church provides a housing allowance or a parsonage, the tax code provides pastors an exemption from taxation on amounts spent for furnishings in the pastor’s residence. Simply designate a certain amount of the cash salary or add a portion to the compensation labeled “furnishings allowance.”

⁴ For tax purposes, the allowances in this section must be designated and clearly written by annual congregational council action before the year begins. Arrangements with the pastor for allowances paid for housing, utilities, and furnishings should be written clearly, so that they are excludable from taxable income according to the tax code. These are excludable only as spent, therefore the designation may be stated on the high side. “Expenses of providing a home include rent, house payments, furniture payments, cost for a garage, and utilities. They do not include the cost of food or servants”(current Federal Tax Guide). See Appendix A for sample forms related to about housing designations.

C. SOCIAL SECURITY AND IRS REPORTING

1. Social Security Allowance

All pastors are considered self-employed for social security purposes and therefore will pay a self-employment tax of 15.3 % of their income. Thus, it is recommended that the church or calling agency give a social security allowance, even though it is taxable, to their pastor(s) to pay at least half (7.65%) of the self-employment tax as they do for the other employees of the church when they pay the employer's share of the FICA tax. Use this formula to determine half of the tax:

$$\text{Social Security Allowance} = (\text{salary} + (\text{housing allowance or } 30\% \text{ of salary for parsonage}) \\ + \text{furnishings allowance} + \text{utilities allowance}) \times 7.65\%$$

This allowance is included on the pastor's W2 as taxable income.

2. IRS Reporting

Congregations are to file federal tax W2 forms for clergy, not a 1099 form.

II. BENEFITS

A. PENSION AND MAJOR MEDICAL/DENTAL BENEFITS

1. Participation.

The congregation should budget for and participate in the ELCA Pension and Other Benefits Plan for clergy and lay employees. The plan provides retirement, survivor, disability, and health (medical/hospital, prescription drug, dental, behavioral health) benefits. This program is subscribed to by the congregation for the pastor. More information is available from the synod office or directly from the Board of Pensions of the Evangelical Lutheran Church in America, 800 Marquette Ave., Minneapolis, MN 55402; 800-352-2876. Employers are to maintain health coverage for all family members who do not have other adequate group coverage.

2. Pension Expectations.

Pension contributions are to be paid commensurate with years of experience even if a congregation is not currently meeting salary standards. This will insure that pastors receive an adequate pension at retirement. This in no way should prevent the pastor from receiving a salary increase each year.

3. Cost of Benefits.

The ELCA Board of Pensions uses "Defined Compensation" to determine the amount of the required pension contribution.

Defined Compensation = base salary + (housing allowance or for a parsonage 30% of salary) + social security allowance

The cost of pension, medical/dental benefits, and disability/survivor/administration and retiree support is determined by multiplying the Defined Compensation by the appropriate percentages found on the contribution rates chart on page 12.

4. Physical Examinations.

Congregations are to encourage their pastors to take advantage of their free annual preventive physical exams.

For 2011 information, see the ELCA Medical Plan Brief Summary, Plan Description, or contact the Board of Pensions at 800-352-2876. Their website also has this information at <http://www.elcabop.org>.

B. MEDICAL FLEXIBLE SPENDING PLAN

A 2008 change in the Board of Pensions health plan includes an optional flexible spending account (pre-tax dollars) administered by the Board of Pensions in conjunction with Blue Cross-Blue Shield. For more information, visit the Board of Pensions website at www.elcabop.org. Alternatively, a congregation may provide a supplemental plan, or a medical/dental reimbursement arrangement. The amounts received by a plan member under an alternative arrangement may or may not be taxable as compensation, depending on the arrangement.

C. PAID LEAVES

1. Sick Leave

In the event of accident or illness, a congregation's written policy should include one day of paid sick leave per calendar month, cumulative to 30 days.

2. Disability Leave

In event of disability of the congregation's called pastor, congregations are asked to cover the first two months, full salary and housing, after which the disability benefits of the ELCA take effect. Please check for details in the ELCA benefit information.

3. Family Leave

Congregations should plan for six weeks maternity or adoptive leave for women pastors with full salary, housing and benefits.⁵ A two week family leave for male pastors with full salary, housing and benefits is also recommended. Other vacation time or unpaid sick time may be used beyond the six weeks.

4. Compassion Leave

Congregations should be prepared to offer compassion leave for a death in the pastor's immediate family (spouse, children, parents, brother, sister, grandchildren, mother-in-law, father-in-law or legal guardian). While this will vary widely upon circumstances, three to five days (potentially including a Sunday) of paid leave for funeral planning and family time would be a compassionate first step in a difficult time.

D. OTHER INSURANCE, OPTIONAL PENSION PLAN PAYMENTS

The ELCA Board of Pensions offers an Optional Pension Plan for employer contributions such as housing equity and/or voluntary salary reduction agreements if the pastor wishes to participate in a tax-sheltered annuity. Also, congregations may choose to provide additional benefits or insurance through other vendors.

⁵ See Appendix D for Model Maternity or Adoptive Leave Agreement.

III. REIMBURSED PROFESSIONAL EXPENSES⁶

A. AUTOMOBILE ALLOWANCE (Recommended: lease/purchase or IRS mileage rate)

1. Lease/Purchase Vehicle

It is recommended that a parish consider a purchase or lease arrangement of an automobile provided for the pastor for congregational business. An arrangement may also be made for private use by the pastor with reimbursement of mileage to the congregation.

2. IRS Mileage Rate

The most equitable way of reimbursing for congregational business travel when the car is owned by the pastor, is on a per mile basis, based upon the allowable amount per mile as established by the Internal Revenue Service (50¢ per mile in 2010). Under present tax structure, if the congregation does not provide a vehicle, this is the fairest and best way for the pastor to be reimbursed.

3. Lump Sum Allowance

If the congregation and pastor chooses to have a lump sum travel allowance, then the pastor must, by tax law, keep careful record of church business miles driven and report these to a congregation officer. This should be done also to keep the congregation informed of the pastor's need as to the amount of this allowance, as well as for reporting to the Internal Revenue Service.

B. CONTINUING EDUCATION (Recommended: \$900)

It is of prime importance both for the congregation and the pastor that continuing education be both encouraged and supported by the congregation. Congregation councils and pastors should mutually strategize on this and complete a Continuing Education Covenant.

1. General Expectations

Two weeks for continuing education with \$900 paid by the congregation is standard. An absolute minimum is one week with \$600 paid by the congregation. A minimum of 50 contact hours per year of intentional continuing education, or 150 contact hours each three-year period, is encouraged. Beyond structured classroom settings, this time may also include guided independent study and reading, as well as time spent in text study groups.

2. First Call Theological Education

Newly rostered persons are expected to participate in "First Call Theological Education." This is a structured program intended to provide assistance in three areas: ministerial identity, ministry skills, and context of ministry.

3. Long Term Planning

A provision allowing the pastor to accumulate continuing education time and money up to a maximum of three years provides for more structured study opportunity. If the pastor is to be gone for as much as six weeks for this purpose it may be well to require that she/he agree to serve for at least one more year with the particular congregation. Accumulated funds for continuing education and sabbatical for the staff should be reserved in the congregation treasury as funds restricted for that purpose. Monies for leadership training of other people of the congregation should be in another budget category.

⁶ Congregations are discouraged from shifting cash salary into reimbursable accounts because that decreases pension contributions. Payment of taxes is required for all lump sum allowances that are not supported by adequate records.

C. PROFESSIONAL MINISTRY EXPENSES (Recommended: \$300)

1. Books, Periodicals, Dues, Etc.

An amount of \$300 is recommended for this reimbursable budget item for the purpose of books, periodicals, and appropriate dues. This should be a reimbursement allowance based upon only actual expenditures. Books, etc. purchased become the pastor's property.

2. Other Expenses

Expenses incurred in performance of the duties of the pastoral office shall be paid by the parish.

D. OFFICIAL MEETINGS (Recommended: \$600)

Pastors under regular congregational call are expected to attend four meetings of the synod each year:

- Winter Theological Event
- Synod Assembly
- Fall Ministry Retreat
- Conference Assembly

These meetings include the business of the synod, theological reflection, best practices in ministry training, conference involvement, and healthy collegial interaction. An amount of \$600 is recommended to cover the registration fees of these meetings. Congregations are encouraged to reimburse registration fees for their pastor's spouse to the Synod Spouses Retreat and the Fall Ministry Retreat.

E. MOVING EXPENSES

Congregations will provide reimbursement of moving expenses of arriving staff or for congregationally required local moves. The pastor or staff person should obtain bids from professional movers to submit to the Congregation Council. The person relocating may do packing of belongings, with the exception of valuable items. Alternatives may be mutually negotiated.

IV. WEEKLY, ANNUAL AND SABBATHAL TIME COMPENSATION

A. SABBATH DAY (Recommended: 45 to 50 hours per week; at least one full day off)

1. Weekly Rhythm of Work and Rest

Full-time called clergy of our congregations must strive for a healthy balance in their lives between their time for God, time for their families and personal life, and their calling to the church. Clearly defined expectations of work and time off are important for both the pastor and the congregation. Knowing that some weeks will be more demanding and some less, 45 to 50 hours per week is a fair expectation for both congregation and pastor. A Sabbath day each week is God's command and, even more importantly, God's gift.

Since church work requires a great deal of evening and weekend involvement, one way to reasonably set expectations with the pastor is to think in terms of blocks of time. Each day can be considered to have three blocks of time—morning, afternoon, and evening. A seven day week consists of 21 time blocks. A reasonable expectation of full-time service might be 13-14 time blocks. Weekly time off to provide a normal opportunity for renewal, refreshment, and personal business would usually involve 7-8 time blocks per week. Arrangements should be flexible for both the pastor and the congregation, but should also provide for emergency pastoral care when the pastor is unavailable.

2. Encourage Rest as Well as Work

Congregations should be sure to support their pastor taking at least one full day off each week. The specific regular day off each week should be announced and communicated so all understand this. Flexibility is necessary, but a definite pattern makes for better health and attitude for all concerned.

B. VACATION TIME (Recommended: 4 weeks; 15+ years of experience: 5 weeks)

1. Vacation

Pastors will receive four weeks including Sundays until the fifteenth year of experience when vacation time will be increased to five weeks including five Sundays. Vacation time may not be carried over from one year to another, unless so stated in the Letter of Call or by specific agreement with the congregation. Pastors on part-time calls should receive the same weeks of paid vacation, but at their usual part-time salary.

2. Additional Personal Sundays

Some congregations choose to grant one or more Sundays or weekends to their pastor as personal time beyond the vacation agreement.

3. Encourage Annual Rest

The congregation's strong support of the vacation time of the pastor is very helpful. Remember that your pastor does not get weekends off like many others in our society. Therefore, vacation time becomes all the more important due to of the "on-call" nature of the pastor's work as well as the limited, and often disrupted, day-off pattern and the constant weekend duty. Congregations are encouraged to make sure their pastoral staff takes full advantage of vacation.

C. CONTINUING EDUCATION TIME (Recommended: two weeks)

Two weeks for continuing education is standard. An absolute minimum is one week. See III.B on page 7.

D. SABBATICALS⁷ (Recommended)

1. Rationale

To encourage the congregational health that comes with longer term pastorates, congregations should grant a sabbatical leave for pastors after at least every seven years of service, with a minimum length of three months in the seventh year.

2. Funding Sabbaticals

Accumulated funds for a sabbatical for the pastor should be reserved in the congregation treasury as funds restricted for that purpose.

⁷ See Appendix E for the synod's Model Sabbatical/Renewal Leave Agreement.

V. COMPENSATION REVIEW TASK FORCE

A. COMPOSITION AND PURPOSE

A compensation task force might be made up of two council members, a member of the Staff Support Committee, and a member at large from the congregation. These should be persons who are representative of the congregation, and ought to take into account the following factors:

1. Pastors are Professionals

Pastors are professionals by training, qualification, and function. The level of their responsibilities are similar to persons who hold positions in the community such as school administrators and hospital administrators. A compensation package should be large enough so that a pastor does not have to rely on honorariums. (Honorariums are expressions of gratitude, not payment for services.)

2. Other factors

Also consider the economics of the parish, the amount of responsibility, the non-parish experience of the pastor, additional education, and effectiveness.

3. Study the Base Salary Grid in the Salary Standards

These are minimum compensation figures for full time leadership.

B. SUGGESTED MEETING FORMAT

The task force meets with the pastor and other staff members. The following is a guide for discussion and negotiation.

1. Open the meeting with prayer and/or devotions.
2. Talk about what the congregation has needed most from the pastor this past year?
3. What ministry goals or objectives have been accomplished this past year?
4. Discuss together what is especially needed from the pastor in the coming year. What ministry goals or objectives can we set together for the coming year?
5. What do the members of the task force see as the special gifts, or strengths, of the pastor?
6. What are the growth areas for the pastor to address?
7. Identify the community and church activities (outside the congregation) in which the pastor is involved. Discuss how the involvement relates to the mission of the congregation.
8. How could the members of the congregation support and encourage the pastor's work and strive to make mission to the world more effective?
9. Discuss together what would be fair compensation and benefits for the coming year. The pastor may offer a proposal, to which the task force will respond. If the pastor does not offer a proposal, the task force will offer one. After fair and open discussion and negotiation, a recommendation is made.

Pastor and People: Making Mutual Ministry Work from Augsburg Fortress is another good resource for evaluating the mission that congregation and pastor engage in together.

PENSION AND OTHER BENEFITS WORKSHEET – CLERGY

1. If **providing a housing allowance**, add the following to determine pension and other benefits:

Base Salary	(1) \$ _____
Housing Allowance	(2) \$ _____
Social Security Allowance ((lines 1 + 2) x 7.65%)	(3) \$ _____
Total defined compensation (add lines 1 – 3)	(4) \$ _____
Total pension & benefits cost	(5) \$ _____

(Multiply defined compensation by total of Medical and Dental, Disability, Administration & Retiree Support and Regular Pension percentages from table below)

2. If **providing a parsonage**, add the following to determine pension and other benefits:

Base Salary	(1) \$ _____
Social Security Allowance ((line 1 x 1.3) x 7.65%)	(2) \$ _____
Parsonage value ((lines 1 + 2) x 30%)	(3) \$ _____
Furnishings Allowance (if paid directly to pastor)	(4) \$ _____
Total defined compensation (add lines 1 – 4)	(5) \$ _____
Total pension & benefits cost	(6) \$ _____

(Multiply total defined compensation by total of Medical and Dental, Disability, Administration & Retiree Support and Regular Pension percentages from table below)

Housing Equity ((line 1 x 1.3) x 4.5%)	(7) \$ _____
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ELCA BOARD OF PENSIONS—PENSION & OTHER BENEFITS CONTRIBUTION RATES FOR 2010

(as a % of defined compensation) (2011 rates released in the fall)

Health benefits	Rates ¹	Monthly Minimum	Monthly Maximum
Member only	13.1%	\$514.00	\$695.00
Member and spouse	22.9%	\$899.00	\$1,216.00
Member and children	22.9%	\$899.00	\$1,216.00
Member, spouse and children	32.8%	\$1,285.00	\$1,737.00
Retirement	10.0 to 12.0% ^{2,3,4}		
Disability	2.6%		
Survivor	0.0% ⁵		
Administration and retiree support	0.7%		

¹ Rates are a percentage of defined compensation.

² Contribution for employees of ELCA church institutions is 6 to 12 percent as determined by the institution.

³ Contribution for lay employees of ELCA congregations is 6 to 12 percent as determined by the congregation.

⁴ If a member participated in a predecessor plan on Dec. 31, 1987, was at least age 45 on that date, and has continuously been a sponsored member of an ELCA retirement plan since Jan. 1, 1988, the total employer retirement contribution must be at least 11%.

⁵ Survivor Benefits Plan contribution is suspended.

COMPENSATION WORKSHEET FOR PASTORS

This worksheet is designed to help congregations build a compensation package for pastors using the synod's standards. Each item below is described within this document. Use only items which apply.

Name _____ Year _____

	This Year	Standards	Proposed
TAXABLE INCOME			
Base Salary	\$ _____	\$ _____	\$ _____
<i>(Based on experience, size of congregation, responsibility and education)</i>			
Merit Increase + Previous Career Experience	\$ _____	\$ _____	\$ _____
<i>(Merit: 1–10%; 1/3 to 1/2 credit for each year)</i>			
Social Security Reimbursement	\$ _____	\$ _____	\$ _____
NONTAXABLE INCOME			
Housing Allowance	\$ _____	\$ _____	\$ _____
<i>(Allowable expenses include housing, furnishings and utilities)</i>			
Housing Equity	\$ _____	\$ _____	\$ _____
<i>(When parsonage is provided)</i>			
Furnishing Allowance	\$ _____	\$ _____	\$ _____
<i>(When parsonage is provided)</i>			
Utility Allowance for Parsonage	\$ _____	\$ _____	\$ _____
<i>(If utilities are not paid by congregation)</i>			
Total Salary	\$ _____	\$ _____	\$ _____
BENEFITS			
ELCA Pension and Medical/Dental Plan	\$ _____	\$ _____	\$ _____
<i>(Board of Pensions: 800.352.2876)</i>			
Other	\$ _____	\$ _____	\$ _____
<i>(Such as Medical Flexible Spending Plan, additional retirement contribution, etc)</i>			
Total Benefits	\$ _____	\$ _____	\$ _____
REIMBURSED PROFESSIONAL EXPENSES			
Automobile	\$ _____	\$ _____	\$ _____
Continuing Education + Official Meetings	\$ _____	\$ _____	\$ _____
Professional Ministry Expenses	\$ _____	\$ _____	\$ _____
Total Reimbursed Professional Expenses	\$ _____	\$ _____	\$ _____
WEEKLY, ANNUAL AND SABBATICAL TIME COMPENSATION			
Sabbath Day	_____	_____	_____
Vacation Time	_____	_____	_____
Continuing Education Time	_____	_____	_____
Sabbatical	_____	_____	_____
Other	_____	_____	_____

Rostered Lay Persons and Lay Program Staff

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I. COMPENSATION

A. SALARY

1. Years of Experience⁸

While most people who work for the church do so out of a desire to serve, their service should never be taken for granted nor inadequately compensated. A parish personnel committee or the Congregation Council should review salaries and job descriptions annually with the staff person participating. Salary changes include a cost of living adjustment and merit increases. The following are minimum standards for church staff compensated for full time, 45 to 50 hours per week. Program staff include parish workers, youth directors, parish education directors, music directors, etc., with a B.A. or equivalent such as Associate in Ministry certification and/or special training for the position. They may be encouraged to seek rostered status as Associates in Ministry, Deaconesses or Diaconal Ministers through the synod Candidacy Committee.

This table is the same as that for a pastor, but non-ordained rostered and lay leaders do not receive housing or social security allowances. It assumes a Bachelor's Degree or equal experience.

Experience	Base Salary	Experience	Base Salary
0	\$34,498	13	\$44,798
1	\$35,253	14	\$45,661
2	\$36,026	15	\$46,542
3	\$36,816	16	\$47,203
4	\$37,620	17	\$47,872
5	\$38,444	18	\$48,553
6	\$39,187	19	\$49,241
7	\$39,943	20	\$49,940
8	\$40,716	21	\$50,648
9	\$41,502	22	\$51,366
10	\$42,303	23	\$52,095
11	\$43,119	24	\$52,833
12	\$43,950	25	\$53,582

This chart was changed for the 2011 Salary Standards. The cap for raises based on years of experience had been 35 years. This change was made to reflect the financial realities of the majority of our congregations and to align these standards more closely with those of master level teachers. In no way should this change mean a reduction in pay for any pastor serving a congregation. Remember that these are minimum standards and congregations that are able to pay higher salaries for greater responsibilities should do so.

Note: These figures are minimum guidelines and are not intended to restrict a congregation in providing fair compensation. For lay program staff without a B.A., adjust accordingly.

2. Additional Education

Add \$1,000 for Master's Degree or equal experience. Add \$2,400 for rostered Associate in Ministry, Deaconess or Diaconal Minister. If the employee has both a Master's Degree and is rostered, then both figures apply.

⁸ According to the Department of Social Security, the cost of living adjustment (CoLA) for 2009 is 0.0%, therefore the Salary Standards Committee and the Synod Council are recommending no increase based on years of experience.

3. Ongoing Considerations

- a) **Cost of living** is not an adequate adjustment when used alone. Each year also brings with it an additional year of experience. Using only cost of living adjustments year after year ignores the accumulating experience level and results in an employee gradually slipping below standards.
- b) **Review of performance** and changes in levels of responsibility should also be considered annually, and may warrant additional salary consideration (see Appendix C).

II. BENEFITS

A. SOCIAL SECURITY, WORKER'S COMPENSATION

1. Social Security Withholding

Congregations are required to pay half of the Social Security taxes (7.65% of taxable income) for all lay employees and to file federal tax W2 forms for lay employees.

2. Worker's Compensation

All congregations should provide Workers Compensation coverage since definite liability accrues to the congregation in case of accidental death or disability in conjunction with one's employment.

B. MEDICAL, DENTAL, PENSION AND OTHER BENEFITS

1. Medical, Dental and Pension

Church staff workers who are employed for 20 or more hours per week for six or more months of the year are eligible to be included in the ELCA Medical, Dental, Pension and Other Benefits Program.

2. Medical Flexible Spending Plan

A 2008 change in the Board of Pensions health plan includes an optional flexible spending account (pre-tax dollars) administered by the Board of Pensions in conjunction with Blue Cross-Blue Shield. For more information, visit the Board of Pensions website at www.elcabop.org. Alternatively, a congregation may provide a supplemental plan, or a medical/dental reimbursement arrangement. The amounts received by a plan member under an alternative arrangement may or may not be taxable as compensation, depending on the arrangement.

3. Pension Option

A tax sheltered annuity can be offered in lieu of the Pension Plan should that be more valuable to the lay worker.

C. PAID LEAVES

1. Sick Leave

In the event of accident or illness, a congregation's written policy should include one day of paid sick leave per calendar month, cumulative to 30 days.

2. Family Leave⁹

Congregations should plan for six weeks maternity or adoptive leave for women staff with full salary and benefits. A two week family leave for male staff with full salary and benefits is also recommended. Other vacation time or unpaid sick time may be used beyond the six weeks.

3. Compassion Leave

Congregations should be prepared to offer compassion leave for a death in the employees immediate family (spouse, children, parents, brother, sister, grandchildren, mother-in-law, father-in-law or legal guardian). While this will vary widely upon circumstances, three to five days (potentially including a Sunday) of paid leave for funeral planning and family time would be a compassionate first step in a difficult time.

⁹ See Appendix D for Model Maternity or Adoptive Leave Agreement.

III. REIMBURSED PROFESSIONAL EXPENSES

A. AUTOMOBILE ALLOWANCE (Recommended: IRS mileage rate)

Lay church staff who are expected to drive their cars for job functions should be reimbursed at the rate established by the Internal Revenue Service (50¢ in 2010) using a voucher system. Other transportation costs should also be reimbursed.

B. CONTINUING EDUCATION (Recommended: \$900 for rostered lay leaders)

Continuing education is important to the effectiveness of lay staff workers. Congregations are encouraged to offer both time and funds to lay staff for continuing education opportunities.

It is of prime importance both for the congregation and the rostered lay leader that continuing education be both encouraged and supported by the congregation. Together, the Congregation Council and rostered lay leader should strategically choose course offerings and complete the Continuing Education Covenant. The following standards are for rostered lay leaders.

1. General Expectations

Two weeks for continuing education with \$900 paid by the congregation is standard. An absolute minimum is one week with \$600 paid by the congregation. A minimum of 50 contact hours per year of intentional continuing education, or 150 contact hours each three-year period, is encouraged. Beyond structured classroom settings, this time may also include guided independent study and reading, as well as time spent in text study groups.

2. Long Term Planning

A provision allowing the rostered lay leader to accumulate continuing education time and money up to a maximum of three years provides for more structured study opportunity. If the rostered lay leader is to be gone for as much as six weeks for this purpose it may be well to require that she/he agree to serve for at least one more year with the particular congregation. Accumulated funds for continuing education and sabbatical for the staff should be reserved in the congregation treasury as funds restricted for that purpose. Monies for leadership training of other staff people of the congregation should be in another budget category.

C. PROFESSIONAL MINISTRY EXPENSES (Recommended: \$300)

An amount of \$300 is recommended for this reimbursable budget item for the purpose of books, periodicals, and appropriate dues. This should be a reimbursement allowance based upon only actual expenditures. Books, etc. purchased become the staff member's property.

D. OFFICIAL MEETINGS (Recommended: \$600 for rostered lay leaders)

Rostered lay leaders employed by congregations are expected to attend four meetings of the synod each year:

- Winter Theological Event
- Synod Assembly
- Fall Ministry Retreat
- Conference Assembly

These meetings include the business of the synod, theological reflection, best practices in ministry training, conference involvement, and healthy collegial interaction. An amount of \$600 is recommended to cover the registration fees of these meetings. Congregations are encouraged to reimburse their rostered lay leader's spouse for the Fall Ministry Retreat.

IV. WEEKLY, ANNUAL AND SABBATICAL TIME COMPENSATION

A. SABBATH DAY (Recommended: 45 to 50 hours per week; at least one full day off)

1. Weekly Rhythm of Work and Rest

Lay staff must strive for a healthy balance in their lives between their time for God, time for their families and personal life, and their calling to the church. Clearly defined expectations of work and time off are important for both the lay staff and the congregation. Knowing that some weeks will be more demanding and some less, 45 to 50 hours per week is a fair expectation for both congregation and lay staff. A Sabbath day each week is God's command and, even more importantly, God's gift.

Since church work requires a great deal of evening and weekend involvement, one way to reasonably set expectations with lay staff is to think in terms of blocks of time. Each day can be considered to have three blocks of time—morning, afternoon, and evening. A seven day week consists of 21 time blocks. A reasonable expectation of full-time service might be 13-14 time blocks. Weekly time off to provide a normal opportunity for renewal, refreshment, and personal business would usually involve 7-8 time blocks per week. Arrangements should be flexible for both the lay staff and the congregation.

2. Encourage Rest as Well as Work

Congregations should be sure to support their lay staff taking at least one full day off each week. The specific regular day off each week should be announced and communicated so all understand this. Flexibility is necessary, but a definite pattern makes for better health and attitude for all concerned.

B. VACATION TIME (Recommended: varies by years of service)

1. Vacation

A minimum of two weeks after one year; three weeks after four years, and four weeks after fifteen years of service should be provided. Sundays are to be included in vacation for those who have constant weekend duty.

2. Encourage Annual Rest

The congregation's strong support of the vacation time of the lay staff is very helpful for both the staff member and the congregation. Congregations are encouraged to make sure their lay staff takes full advantage of vacation.

C. CONTINUING EDUCATION TIME (Recommended: two weeks)

Continuing education is important to the effectiveness of lay staff workers. Congregations are encouraged to offer both time and funds to lay staff for continuing education opportunities. For rostered lay leaders, two weeks for continuing education is standard, an absolute minimum is one week. See III.B on page 16.

D. SABBATICAL/RENEWAL LEAVE¹⁰ (Recommended)

1. Rationale

To encourage the congregational health that comes with longer term employment, congregations should grant a sabbatical leave for lay leaders after at least every seven years of service, with a minimum length of three months in the seventh year.

2. Funding Sabbaticals

Accumulated funds for a sabbatical for the staff should be reserved in the congregation treasury as funds restricted for that purpose.

V. COMPENSATION REVIEW TASK FORCE

A. COMPOSITION AND PURPOSE

A compensation task force might be made up of two council members, a member of the Staff Support Committee, and a member at large from the congregation. These should be persons who are representative of the congregation, and ought to take into account the following factors:

1. Lay Rostered Staff and Program Staff are Professionals

Lay rostered staff and program staff are professionals by training, qualification, and function. The level of their responsibilities are significant so congregations should strive to provide a fair compensation package.

2. Other factors

Also consider the economics of the parish, the amount of responsibility, the non-parish experience of the staff person, additional education, and effectiveness.

3. Study the Base Salary Grid in the Salary Standards for Rostered Lay Persons and Lay Program Staff (page 15)

These are minimum compensation figures for full time leadership.

¹⁰ See Appendix E for the synod's Model Sabbatical/Renewal Leave Policy.

B. SUGGESTED MEETING FORMAT

The task force meets with the pastor and other staff members. The following is a guide for discussion and negotiation.

1. Open the meeting with prayer and/or devotions.
2. Talk about what the congregation has needed most from the lay staff member this past year?
3. What ministry goals or objectives have been accomplished this past year?
4. Discuss together what is especially needed from the lay staff member in the coming year. What ministry goals or objectives can we set together for the coming year?
5. What do the members of the task force see as the special gifts, or strengths, of the lay staff member?
6. What are the growth areas for the lay staff member to address?
7. Identify the community and church activities (outside the congregation) in which the lay staff member is involved. Discuss how the involvement relates to the mission of the congregation.
8. How could the members of the congregation support and encourage the lay staff member's work and strive to make mission to the world more effective?
9. Discuss together what would be fair compensation and benefits for the coming year. The lay staff member may offer a proposal, to which the task force will respond. If the lay staff member does not offer a proposal, the task force will offer one. After fair and open discussion and negotiation, a recommendation is made.

ELCA BOARD OF PENSIONS—PENSION & OTHER BENEFITS CONTRIBUTION RATES FOR 2010

(as a % of defined compensation) (2011 rates released in the fall)

Health benefits	Rates¹	Monthly Minimum	Monthly Maximum
Member only	13.1%	\$514.00	\$695.00
Member and spouse	22.9%	\$899.00	\$1,216.00
Member and children	22.9%	\$899.00	\$1,216.00
Member, spouse and children	32.8%	\$1,285.00	\$1,737.00
Retirement	10.0 to 12.0% ^{2 3,4}		
Disability	2.6%		
Survivor	0.0% ⁵		
Administration and retiree support	0.7%		

¹ Rates are a percentage of defined compensation.

² Contribution for employees of ELCA church institutions is 6 to 12 percent as determined by the institution.

³ Contribution for lay employees of ELCA congregations is 6 to 12 percent as determined by the congregation.

⁴ If a member participated in a predecessor plan on Dec. 31, 1987, was at least age 45 on that date, and has continuously been a sponsored member of an ELCA retirement plan since Jan. 1, 1988, the total employer retirement contribution must be at least 11%.

⁵ Survivor Benefits Plan contribution is suspended.

COMPENSATION WORKSHEET FOR LAY PROGRAM STAFF

This worksheet is designed to help congregations build a compensation package for lay program staff using the synod's standards. Each item below is described within this document. Use only items which apply.

Name _____ Year _____

	This Year	Standards	Proposed
TAXABLE INCOME			
Base Salary	\$ _____	\$ _____	\$ _____
<i>(Based on experience, size of congregation, responsibility and education)</i>			
Merit Increase	\$ _____	\$ _____	\$ _____
<i>(Merit: 1–10%)</i>			
BENEFITS			
Social Security/FICA Withholdings	\$ _____	\$ _____	\$ _____
<i>(7.65% of salary.)</i>			
ELCA Pension and Medical/Dental Plan	\$ _____	\$ _____	\$ _____
<i>(Multiply total salary by total of Medical and Dental, Disability, Administration and Retiree Support and Regular Pension percentages)</i>			
<i>(Board of Pensions: 800.352.2876)</i>			
Other	\$ _____	\$ _____	\$ _____
<i>(Such as Flexible Medical Expense Plan, additional retirement contribution, etc)</i>			
Total Benefits	\$ _____	\$ _____	\$ _____
REIMBURSED PROFESSIONAL EXPENSES			
Automobile	\$ _____	\$ _____	\$ _____
Continuing Education	\$ _____	\$ _____	\$ _____
Professional Ministry Expenses	\$ _____	\$ _____	\$ _____
Official Meetings	\$ _____	\$ _____	\$ _____
Total Reimbursed Professional Expenses	\$ _____	\$ _____	\$ _____
WEEKLY, ANNUAL AND SABBATICAL TIME COMPENSATION			
Sabbath Day	_____	_____	_____
Vacation Time	_____	_____	_____
Continuing Education Time	_____	_____	_____
Sabbatical	_____	_____	_____
Other	_____	_____	_____

Support Staff

2011 Minimum Standards for Compensation and Benefits

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I. COMPENSATION

A. WAGES

1. Years of Experience¹¹

While most people who work for the church do so out of a desire to serve, their service should never be taken for granted nor inadequately compensated. A parish personnel committee or the Congregation Council should review wages or salaries and job descriptions annually with the staff person participating. Pay changes include a cost of living factor and merit increases. The following are minimum standards for church staff workers compensated for full time (30+) hours per week or more. Support staff include secretaries, custodians, etc.

Experience	Wages
0–3	\$8.79–\$9.35
4–6	\$9.35–\$11.31
7–10	\$11.31–\$13.66

Note: These are minimum guidelines and are not intended to restrict a congregation in fairly compensating its support staff.

Annual pay adjustments beyond ten years should include a cost of living adjustment plus a merit increase. Benefits should be added to the hourly rates listed above. Congregations are strongly encouraged to compare their wages with local pay rates in order to provide just compensation.

Congregations hiring support staff are advised that persons with special needs and gifts are available in most communities to contribute their skills in meaningful employment. Federal and state programs may be available to assist with compensation.

2. Additional Factors

Compensation should be increased for two-year technical or associate degrees and advanced baccalaureate or master's degree.

3. Ongoing Considerations

- a) **Cost of living** is not an adequate adjustment when used alone. Each year also brings with it an additional year of experience. Using only cost of living adjustments year after year ignores the accumulating experience level and results in the staff member gradually slipping below standards.
- b) **Review of performance** and changes in levels of responsibility should also be considered annually, and may warrant additional pay consideration (see Appendix C).

¹¹ According to the Department of Social Security, the cost of living adjustment (CoLA) for 2009 is 0.0%, therefore the Salary Standards Committee and the Synod Council are recommending no increase based on years of experience.

II. BENEFITS

A. SOCIAL SECURITY, WORKER'S COMPENSATION

1. Social Security Contributions

Congregations are required to pay half of the Social Security taxes (7.65% of taxable income) for all lay employees and to file federal tax W2 forms for lay employees.

2. Worker's Compensation

All congregations should provide Workers Compensation coverage, since definite liability accrues to the congregation in case of accidental death or disability in conjunction with one's employment.

B. MEDICAL, DENTAL AND PENSION BENEFITS

1. Medical Benefits

Church staff workers who are employed for 20 or more hours per week for six or more months of the year are eligible to be included in the ELCA Pension and Other Benefits Program.

2. Medical Flexible Spending Plan

A 2008 change in the Board of Pensions health plan includes an optional flexible spending account (pre-tax dollars) administered by the Board of Pensions in conjunction with Blue Cross-Blue Shield. For more information, visit the Board of Pensions website at www.elcabop.org. Alternatively, a congregation may provide a supplemental plan, or a medical/dental reimbursement arrangement. The amounts received by a plan member under an alternative arrangement may or may not be taxable as compensation, depending on the arrangement.

3. Pension Option

A tax sheltered annuity can be offered in lieu of the Pension Plan should that be more valuable to the lay worker.

C. PAID LEAVES

1. Sick Leave

In the event of accident or illness, a congregation's written policy should include one day of paid sick leave per calendar month, cumulative to 30 days.

2. Family Leave¹²

Congregations should plan for six weeks maternity or adoptive leave for women pastors with full pay and benefits. A two week family leave for male pastors with full pay and benefits is also recommended. Other vacation time may be used beyond the six weeks.

3. Compassion Leave

Congregations should be prepared to offer compassion leave for a death in the employee's immediate family (spouse, children, parents, brother, sister, grandchildren, mother-in-law, father-in-law or legal guardian). While this will vary widely upon circumstances, three to five days (potentially including a Sunday) of paid leave for funeral planning and family time would be a compassionate first step in a difficult time.

¹² See Appendix D for Model Maternity or Adoptive Leave Agreement.

III. SUPPORT EXPENSES

A. AUTOMOBILE ALLOWANCE

Lay church staff who are expected to drive their cars for job functions should be reimbursed at the rate established by the Internal Revenue Service (50¢ in 2010) using a voucher system. Other transportation costs should also be reimbursed.

B. CONTINUING EDUCATION

Continuing education is important to the effectiveness of lay staff workers. Congregations are encouraged to offer both time and funds to lay staff for continuing education opportunities.

C. PROFESSIONAL MINISTRY EXPENSES

Congregations will find it beneficial to provide lay workers with funds to purchase books and professional publications as a way of enriching the congregation's ministry.

IV. NON-FINANCIAL COMPENSATION

A. SABBATH DAY

1. Weekly Rhythm of Work and Rest

Support staff must strive for a healthy balance in their lives between their time for God, time for their families and personal life, and their calling to the church. While it is unusual for support staff to work more than 40 hours per week, they too need a day of rest. A Sabbath day each week is God's command and, even more importantly, God's gift.

2. Encourage Rest as Well as Work

Congregations should be sure to encourage their support staff taking at least one full day off each week. Regular posted hours are often helpful; flexibility is necessary, but a definite pattern makes for better health and attitude for all concerned.

A. VACATION TIME

A minimum of two weeks after one year; three weeks after four years, and four weeks after fifteen years of service should be provided. Sundays are to be included in vacation for those who have constant weekend duty.

B. CONTINUING EDUCATION

Continuing education is important to the effectiveness of lay staff workers. Congregations are encouraged to offer both time and funds to lay staff for continuing education opportunities.

V. COMPENSATION REVIEW TASK FORCE

A. COMPOSITION AND PURPOSE

A compensation task force might be made up of two council members, a member of the Staff Support Committee, and a member at large from the congregation. These should be persons who are representative of the congregation, and ought to take into account the following factors:

1. Support Staff are Essential to the Work of Many Parishes

Support staff engage in the details of parish life. Their experience, knowledge, and front line presence are often under-appreciated. The level of their responsibilities can be significant so congregations should strive to provide a fair compensation package.

2. Other factors

Also consider the economics of the parish, the amount of responsibility, the non-parish experience of the staff person, additional education, and effectiveness. Appendix C offers an assessment tool for the task force.

3. Study the Base Salary Grid in the Salary Standards for Support Staff (page 24)

These are generalized hourly wages, but local context may demand higher or allow for lower hourly pay.

B. SUGGESTED MEETING FORMAT

The task force meets with the pastor and other staff members. The following is a guide for discussion and negotiation.

1. Open the meeting with prayer and/or devotions.
2. Talk about what the congregation has needed most from the support staff member this past year?
3. What ministry goals or objectives have been accomplished this past year?
4. Discuss together what is especially needed from the support staff member in the coming year. What ministry goals or objectives can we set together for the coming year?
5. What do the members of the task force see as the special gifts, or strengths, of the support staff member?
6. What are the growth areas for the support staff member to address?
7. Identify the community and church activities (outside the congregation) in which the support staff member is involved. Discuss how the involvement relates to the mission of the congregation.
8. How could the members of the congregation support and encourage the support staff member's work and strive to make mission to the world more effective?
9. Discuss together what would be fair compensation and benefits for the coming year. The support staff member may offer a proposal, to which the task force will respond. If the support staff member does not offer a proposal, the task force will offer one. After fair and open discussion and negotiation, a recommendation is made.

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(as a % of defined compensation) (2011 rates released in the fall)

Health benefits	Rates¹	Monthly Minimum	Monthly Maximum
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Member and children	22.9%	\$899.00	\$1,216.00
Member, spouse and children	32.8%	\$1,285.00	\$1,737.00
Retirement	10.0 to 12.0% ^{2,3,4}		
Disability	2.6%		
Survivor	0.0% ⁵		
Administration and retiree support	0.7%		

¹ Rates are a percentage of defined compensation.

² Contribution for employees of ELCA church institutions is 6 to 12 percent as determined by the institution.

³ Contribution for lay employees of ELCA congregations is 6 to 12 percent as determined by the congregation.

⁴ If a member participated in a predecessor plan on Dec. 31, 1987, was at least age 45 on that date, and has continuously been a sponsored member of an ELCA retirement plan since Jan. 1, 1988, the total employer retirement contribution must be at least 11%.

⁵ Survivor Benefits Plan contribution is suspended.

COMPENSATION WORKSHEET FOR SUPPORT STAFF

This worksheet is designed to help congregations build a compensation package for support staff using the synod's standards. Each item below is described within this document. Use only items which apply.

Name _____ Year _____

	This Year	Standards	Proposed
WAGES			
Hourly Wages <i>(Based on experience, responsibility, education and cost of living increases)</i>	\$ _____	\$ _____	\$ _____
Merit Increase <i>(Merit: 1–10% in hourly pay)</i>	\$ _____	\$ _____	\$ _____
Annualized Wages <i>(Hourly wages x number of hours per year)</i>	\$ _____	\$ _____	\$ _____
Merit Increase <i>(Merit: 1–10% in hourly pay)</i>	\$ _____	\$ _____	\$ _____
BENEFITS			
Social Security/FICA Withholdings <i>(7.65% of wages)</i>	\$ _____	\$ _____	\$ _____
ELCA Pension and Medical/Dental Plan <i>(Multiply total salary by total of Medical and Dental, Disability, Administration and Retiree Support and Regular Pension percentages)</i> <i>(Board of Pensions: 800.352.2876)</i>	\$ _____	\$ _____	\$ _____
Other <i>(Such as Flexible Medical Expense Plan, additional retirement contribution, etc)</i>	\$ _____	\$ _____	\$ _____
Total Benefits	\$ _____	\$ _____	\$ _____
REIMBURSED PROFESSIONAL EXPENSES			
Automobile	\$ _____	\$ _____	\$ _____
Continuing Education	\$ _____	\$ _____	\$ _____
Professional Ministry Expenses	\$ _____	\$ _____	\$ _____
Total Reimbursed Professional Expenses	\$ _____	\$ _____	\$ _____
WEEKLY AND ANNUAL TIME COMPENSATION			
Sabbath Day	_____	_____	_____
Vacation Time	_____	_____	_____
Continuing Education Time	_____	_____	_____
Other	_____	_____	_____

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APPENDIX A—FORMS

The ELCA Board of Pensions offers an Optional Pension Plan fund that can be used for Housing Equity compensation. They have the forms necessary for the congregation. If the congregation chooses not use this fund, this form is available.

Housing Equity Allowance Agreement

At a properly called meeting of the congregation of _____ Lutheran Church, with a quorum present, held on _____ it was moved, seconded, and voted to establish a housing equity allowance fund for the Rev. _____ with (1) initial contribution of \$_____ for the year 20__, and (2) with subsequent annual contributions to be determined each year thereafter by vote of the congregation.

The conditions of this agreement are as follows:

1. The annual contribution shall be placed in the _____(name of fund).
2. The fund shall not be available for use by the congregation or by the pastor except for the purchase of a house by the pastor or the pastor's spouse.
3. The fund shall be paid in full, upon request, to the pastor or survivors in the event of the pastor's disability, retirement, or death.
4. The funds shall be payable to the pastor's estate if there is no surviving spouse.

Signed by an officer of the congregation

Date

Signed by the Pastor

Date

Housing Allowance Designation by Congregation Council

Upon motion duly made and seconded, it was voted to designate \$_____ of the cash salary for 20__ to be paid to the Rev. _____ as a housing/furnishings allowance in response to the pastor's request and acknowledgement that the allowance so designated does not exceed the fair rental value of his/her home, furnished, plus the cost of utilities.

Therefore, cash salary shall be \$_____ and the housing allowance shall be \$_____.

Signed by an officer of the congregation

Date

Signed by the Pastor

Date

Pastors: please note:

The amount of housing allowance that can be excluded from taxable income is always the smallest of the following three amounts:

- 1. the amount, officially designated in advance, as "housing allowance," by the pastor's congregation/church organization as housing allowance; or*
- 2. the amount spent for the pastor's primary residence (down payment, mortgage principal and interest, utilities, taxes, insurance, furnishings, maintenance, etc.).*
- 3. the fair rental value of the pastor's home including furnishings and cost of utilities (owned or rented).*

Pastor's Estimate of Housing Expense

This form may be used to help the Pastor determine an estimate of expenses qualifying under the Pastor's housing allowance.

To: (Name of Congregation)

From: (Name of Pastor)

Date:

Re: Housing allowance for year extending from _____, 20__ to _____, 20__.

The amounts set forth below are the amounts I expect to spend during the period _____ (as above) to rent or otherwise provide a home for my family and me.

Item:

1. Rent on leased property or payments on purchase of a home <i>(including down payment, acquisition costs, mortgage payments of principal)</i>	\$ _____
2. Garage rental <i>(if not included above)</i>	\$ _____
3. Utilities <i>(gas, electricity, water, sewer, oil, telephone, trash removal, firewood, cable TV)</i>	\$ _____
4. Insurance <i>(homeowner's, fire, extended coverage, liability, contents, flood)</i>	\$ _____
5. Repairs and maintenance	\$ _____
6. Furnishings and improvements	\$ _____
7. Interest	\$ _____
8. Taxes	\$ _____
9. Other housing expense	\$ _____
TOTAL	\$ _____

Signed

Date

Draft Language for Congregation Council Action on Housing Allowance

This wording may be used to officially describe the council's action on a housing allowance.

The _____ Committee advised the Congregation Council that under the tax laws an ordained minister of the Gospel is not subject to Federal Income Tax with respect “to the rental allowance paid as a part of compensation to the extent used to rent or provide a home.” Where the pastor owns a home this amount of the allowance will be an amount equal to the fair rental value of the home, including furnishings and appurtenances such as a garage, plus cost of utilities.

The council, after considering the statement of the Rev. _____ setting forth estimates of the amount expect to be spent to rent or otherwise provide a home during the period _____ 20__ to _____ 20__, and in light of the Federal Income Tax law and of the established salary level, on motion duly made and seconded, and adopted the following resolution:

Resolved that the Rev. _____ receive a salary of \$_____ for the year 20__ , and a housing allowance of \$_____ for the year, the housing allowance to be so designated in the official records.

Signed by the secretary

Date

Draft Language for Notification of Housing Allowance by Congregation

This may be used to officially notify a Pastor of the approved housing allowance.

Date _____

Dear Rev. _____,

This is to advise you that at a meeting of the Congregation Council held on _____, your housing allowance for the year 20__ was officially designated and fixed in the amount of \$_____. Accordingly, \$_____ of the total compensation payable to you during the year 20__ will constitute housing allowance and the balance will constitute “salary” (as interpreted by the Income Tax Law).

Signed by the secretary

Date

APPENDIX B – COST OF LIVING ADJUSTMENT (COLA) HISTORY

The Salary Standards Committee and Synod Council is recommending a 0.0% increase this year to the base pay for pastors, lay rostered leaders, and lay program staff.

We studied the data from the U.S. Bureau of Labor Statistics and Social Security. For the year 2009, the Cost of Living Adjustment (CoLA) was calculated by Social Security Department to be 0.0%. Therefore, we are recommending no increase in the salary standards for 2011. (The CoLA is based on the economic conditions of the previous year to calculate the increase in Social Security payments for the coming year. These salary standards lag behind by one year, i.e. the CoLA for 2010 is 0.0%, based on the economic data from 2009 and is used for the 2011 salary standards.)

From the Social Security website (<http://www.ssa.gov/OACT/COLA/SSlamts.html>)

Year	Automatic increase	Year	Automatic increase
1975	8.0%	1993	3.0%
1976	6.4%	1994	2.6%
1977	5.9%	1995	2.8%
1978	6.5%	1996	2.6%
1979	9.9%	1997	2.9%
1980	14.3%	1998	2.1%
1981	11.2%	1999	1.3%
1982	7.4%	2000	2.5% ^b
1983	7.0% ^a	2001	3.5%
1984	3.5%	2002	2.6%
1985	3.5%	2003	1.4%
1986	3.1%	2004	2.1%
1987	1.3%	2005	2.7%
1988	4.2%	2006	4.1%
1989	4.0%	2007	3.3%
1990	4.7%	2008	2.3%
1991	5.4%	2009	5.8%
1992	3.7%	2010	0.0%

^a The increase effective for July 1983 was a legislated increase.

^b Originally determined as 2.4% based on CPIs published by the Bureau of Labor Statistics. Pursuant to Public Law 106-554, however, the CoLA is effectively now 2.5%.

APPENDIX C—MINISTRY REVIEW AND PERFORMANCE EVALUATION

“Conducting a fair and realistic evaluation of ministry is important for every congregation. A ministry review takes into consideration not only the leadership qualities of the pastor, but also the ministry provided by lay leaders and members of the congregation. This builds a foundation for performance evaluation through prayer, conversation, and team building” *Pastor and People*, 80.

This essential work does not focus on the pastor but how pastor (and other staff) and the congregation together are engaged in the mission of the church. “Healthy, growing congregations today realize that the church exists primarily for the sake of sharing the good news of God’s love in Jesus Christ with people who are not yet active in the body of Christ” *Pastor and People*, 82.

In order for this to work, the first step is to develop clear goals which guide the direction of ministry within the congregation. Then review and evaluation become a mutual conversation between pastor and people about progress toward fulfilling the congregation’s goals. In addition to reflecting back on the previous year’s work, it is important to look ahead to where God is leading the congregation next.

Three tools are included here to help congregations enter into this process of developing ministry goals, reviewing the ministry goals of the past year, and evaluating performance. Again, the focus is on the shared ministry of pastor and people for the sake of mission in God’s world. The success or failure of congregations is measured by our communal, faithful response to the grace of God in our lives. How are we doing? Let’s reflect, evaluate, and plan to make Christ known.

For other helpful tools, purchase *Pastor and People: Making Mutual Ministry Work* from Augsburg Fortress or borrow it from the Synod Resource Center.

Developing Ministry Goals

1. As a group, consider these questions:
 - Are there goals from last year that need to be continued?
 - Are there current ministries that are effective, but need to be strengthened?
 - Is our outreach to the community as strong as it should be?
 - In what specific ways could we strengthen our witness to Christ by interacting with unchurched people in our area?
 - In what specific ways could we increase our support of the people who are already a part of our congregation?
 - Are we fully utilizing our gifts to support God's people throughout the world?
2. Individually, before the next meeting, list up to four goals you believe will strengthen the congregation's ministry during the coming year.
3. At the next meeting, work with your group to develop a set of realistic ministry goals. Once the goals have been agreed upon, go back to each one and decide how the pastor, staff, and laity will be expected to contribute to carrying out that particular ministry goal.

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Reviewing Ministry Goals and Achievements

On an annual basis, review the ministry goals established last year (or the priorities outlined on the pastor's Letter of Call—both general and specific) and discuss how the pastor, staff, and laity have contributed toward the meeting of each goal.

Provide each person participating in the evaluation process with a list of the ministry goals and a copy of this worksheet for each goal.

1. A ministry goal for this year was

2. I have attempted to carry out this goal by

3. I have seen the pastor, staff, or other members of the congregation carry out this goal by

4. Select the statement that best describes your current thoughts about this ministry goal:
 We have completed this goal.
 This goal needs more time and work.
 This goal is no longer necessary.
 This goal turned out to be unrealistic.

5. Additional comments you would like to make concerning this goal:

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Performance Evaluation

Use this tool to enable conversation about the ministry of pastor and people over the last year. Discuss the four basic ministry areas and the overall ratings and record what is well done, adequate, needs improvement, and/or items for further conversation.

1. Understanding of ministry	Well done	Adequate	Needs improvement	For further conversation
Pastor demonstrates a clear understanding of responsibilities in this area (ELCA Model Constitution C9.03):				
<ul style="list-style-type: none"> • preaching 				
<ul style="list-style-type: none"> • administering the sacraments 				
Council members demonstrate a clear understanding of their responsibilities in this area (ELCA Model Constitution C12.04):				
<ul style="list-style-type: none"> • stating the congregation's mission, conducting long-range planning, and evaluating the council's activities 				
<ul style="list-style-type: none"> • maintaining supportive relationships with the pastor and staff and assisting in annual evaluation of their ministries modeling a faithful lifestyle 				
The climate or culture of the congregation encourages members to use their gifts for ministry in the congregation and community.				

2. Caring for the needs of the congregation	Well done	Adequate	Needs improvement	For further conversation
Pastor demonstrates a clear understanding of responsibilities in this area (C9.03 and C9.12):				
<ul style="list-style-type: none"> conducting worship 				
<ul style="list-style-type: none"> providing pastoral care 				
<ul style="list-style-type: none"> offering instruction and services for confirmation and marriage, visiting the sick, and conducting funerals 				
<ul style="list-style-type: none"> supervising the congregation's schools and organizations 				
<ul style="list-style-type: none"> installing council members 				
<ul style="list-style-type: none"> administering discipline with the council 				
<ul style="list-style-type: none"> keeping accurate records on baptisms, confirmations, marriages, burials, communicants, and membership 				
<ul style="list-style-type: none"> submitting statistics to the synod annually 				

2. Caring for the needs of the congregation	Well done	Adequate	Needs improvement	For further conversation
Council members demonstrate a clear understanding of their responsibilities in this area (C12.04):				
<ul style="list-style-type: none"> • seeking to involve all members of the congregation in congregational life 				
<ul style="list-style-type: none"> • overseeing the administration of the congregation 				
<ul style="list-style-type: none"> • arranging for pastoral services in the pastor's absence 				
<ul style="list-style-type: none"> • handling the congregation's financial and property matters 				
<ul style="list-style-type: none"> • preparing an annual budget 				
<ul style="list-style-type: none"> • ensuring that provisions of the constitution are carried out 				
<ul style="list-style-type: none"> • submitting a comprehensive report at the annual meeting 				
The climate or culture of the congregation encourages members to assume responsibilities and leadership roles and follow through on their commitments.				

3. Taking Christ's mission into the world	Well done	Adequate	Needs improvement	For further conversation
Pastor demonstrates a clear understanding of responsibilities in this area (C9.03):				
<ul style="list-style-type: none"> speaking for poor and oppressed people, calling for justice, and proclaiming God's love for the world 				
<ul style="list-style-type: none"> promoting the Kingdom of God 				
<ul style="list-style-type: none"> encouraging qualified individuals to consider ordained ministry 				
<ul style="list-style-type: none"> distributing information about the ELCA and its ministry 				
<ul style="list-style-type: none"> encouraging the congregation to support the synod and churchwide organization 				
Council members demonstrate a clear understanding of their responsibilities in this area (C12.04):				
<ul style="list-style-type: none"> encouraging partnership with the synod and ELCA and the use of ELCA resources 				
<ul style="list-style-type: none"> inviting qualified individuals to consider ordained ministry 				

3. Taking Christ's mission into the world	Well done	Adequate	Needs improvement	For further conversation
Members of the congregation are willing to actively invite others to:				
<ul style="list-style-type: none"> worship and other ministry opportunities 				
<ul style="list-style-type: none"> serve non-members in the name of Christ 				
<ul style="list-style-type: none"> carry out the work of Jesus Christ in the world today 				

4. Mutual ministry	Well done	Adequate	Needs improvement	For further conversation
Pastor demonstrates a clear understanding of responsibilities in this area:				
<ul style="list-style-type: none"> • supervising staff members 				
<ul style="list-style-type: none"> • communicating well with the council 				
<ul style="list-style-type: none"> • caring for our mutual life together in ways that create a positive climate 				
Council members demonstrate a clear understanding of their responsibilities in this area:				
<ul style="list-style-type: none"> • communicating well with the pastor 				
<ul style="list-style-type: none"> • caring for our mutual life together in ways that create a positive climate 				
The climate or culture of the congregation encourages members to care for one another and for our mutual life together in ways that create a positive climate				

5. Overall ratings	Well done	Adequate	Needs improvement	For further conversation
Overall, the pastor is functioning effectively.				
Overall, the congregation council is functioning effectively.				
Overall, our congregation is functioning effectively.				

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APPENDIX D—MODEL MATERNITY OR ADOPTIVE LEAVE AGREEMENT

The birth or adoption of a child is always a cause for celebration, and includes changes in the normal routine of life. Birth is also unpredictable and can bring about health concerns for a mother or child. When a birth occurs, mother and child need time together and mother needs time to restore health.

While an adoption may not present the same health stresses, it can present greater emotional and psychological needs in the family. Either way, time for the family to begin its life together is essential, especially in a time consuming calling such as ministry in the church.

The following is a model for Maternity or Adoptive Leave. Congregations and pastors are encouraged to use this as a guide to develop a leave agreement that best meets the needs of both the congregation and the pastor. Central to the model is the need for real rest and renewal for the mother, while at the same time ensuring that the essential ministries of the congregation continue.

The model below assumes a solo pastor. Adapt as appropriate for multiple ordained staff situations, rostered leaders, or lay staff.

1. A Maternity or Adoptive Leave Plan will be created with congregational leadership and the pastor, either at the time of the call, at the announcement of pregnancy, or at the earliest date thereafter. The congregation and pastor are encouraged to work together to ensure that the needs of both are met in a spirit of Christian care and concern. The congregation and pastor will consult with the bishop and will appropriately and openly communicate the Maternity or Adoptive Leave plan with the members of the congregation.
2. The beginning of Maternity or Adoptive Leave will have an estimated date, oftentimes a due date. The delivery of the baby or when the newly adopted child is placed in the home is a good guide for the beginning of maternity leave, remembering that pregnancy is unpredictable. Mothers may choose to begin maternity leave on a due date, even if a baby has not arrived, or they may have health issues that require the use of sick leave prior to delivery. Maternity Leave will continue for six weeks with full salary, housing and benefits as defined in the congregation's mission plan (budget) for the year.
3. The pastor will work with a designated person or group of people to identify pastoral needs during a time of leave. The initial planning may be with a president, the executive committee, a mutual ministry committee, personnel committee, or a "Maternity Leave Planning Team". The Congregation Council must approve the Maternity Leave Plan. The plan should include a primary contact person in the congregation with clear instructions for notifying those involved in covering the ministry responsibilities including pulpit supply, funerals, teaching, pastoral care, etc.
4. The Maternity Leave Plan should include provision for the planning and leading of weekly worship services, including the designation of who will be proclaiming the gospel, whether there will be adjustments to the communion schedule, and other details pertinent to weekly worship.
5. The Maternity Leave Plan should include instructions for providing pastoral care in homes, during hospitalization, and in other times of emergency or crisis. Congregational members are encouraged to provide home visits to shut-ins. Hospitals generally have chaplaincy programs to assist families during a hospitalization or an emergency. Arrangements may be made with another pastor to cover other crisis situations.

6. The Maternity Leave Plan should include instructions for coverage of funerals and weddings both during the planned leave and unexpected early needs. Please remember that pastors do care about families at the time of death, and although it may be difficult for both the pastor and congregation all must remember that God will provide for support and care even if a pastor is not able to lead the funeral service.
7. The Congregation Council and those designated in the Maternity or Adoptive Leave Plan will take the lead in providing guidance to the ministries of the congregation, recognizing that the ministry which takes place in the congregation is ultimately the responsibility of the people of God gathered in this place and at this time.
8. General administrative duties will be overseen by the congregation's Executive Committee or Congregation Council.
9. Records of emergencies, visits, funerals, marriages and congregational activities will be kept and made available to the pastor for clear communication and continuity of ministry.
10. As the gift of a new child is celebrated, the pastor understands the need of the congregation to celebrate that gift with the pastor and family.
11. During the maternity or adoptive leave, the congregation's members will keep the pastor/staff and her family in their prayers!

APPENDIX E—MODEL SABBATICAL/RENEWAL LEAVE AGREEMENT

The model below assumes a solo pastor. Adapt as appropriate for multiple ordained staff situations, rostered leaders, or lay program staff.

Congregations of the ELCA have long been encouraged to provide time and financial assistance to pastors for continuing education. From time to time, however, pastors need an extended sabbath rest from the demands of daily ministry for spiritual renewal. This is sabbatical/renewal leave.

The Scripture points to the renewing power of sabbath time. We usually think of sabbath as the seventh day of creation when God finished creating and rested. More than an after thought of creation, the sabbath is a gift from God of rest, renewal, and hope. The first books of Scripture speak of sabbath days and years. Even the land was given a sabbath when it was left to lie fallow and replenish itself.

Sabbaticals allow for possible new directions. Jesus' forty days in the wilderness marked a turning point in his ministry. Moses' time spent tending sheep helped change his perspective on life. David tended sheep too, and learned valuable lessons about God's care and provision. Paul struck down on the Damascus Road, disappeared into the desert of Arabia for three years and emerged with new vision.

In addition to Scripture, experience has shown that the congregation's ministry directly benefits from such study, growth, and renewal. Long-term ministry is revitalized and stimulated. All parties benefit.

“A sabbatical offers opportunity to get off the treadmill and provides an opportunity for renewal of vision and hope. It's more than just a chance to recharge your batteries for another year. It can be a life and soul-changing time, a time when perspective and the Holy Spirit can come together.” (Alban Institute)

PURPOSE

A sabbatical/renewal leave is granted to provide an opportunity for pastors to take an extended period of time for renewal, spiritual growth, skill development, research, exploration, enrichment, study, and/or travel.

Think about what a pastor does every day: sermon preparation, bible study preparation, counseling, visiting the hospitalized and homebound, crisis management, parish administration, teaching confirmation, teaching adults, funerals, weddings, baptisms, stewardship drives, fund raising, denominational activities, and recruitment of people for tasks such as property maintenance, Sunday school, altar guild, committees, council, and more. And we want pastors to be healthy in body, mind and spirit, have a strong, healthy marriage, be a good parent and so on. But one thing is more important still—maintaining a right relationship with God for the benefit of the ministry the pastor leads with a congregation. The health of a congregation is directly connected to the health of its pastoral leaders.

A sabbatical, or sabbath rest, for pastors is fundamentally different from the concept of sabbatical in the academic or business world. In the latter, those periods of time away from daily responsibilities are usually directed toward developing new courses, doing research, finishing advance degrees or achieving some definable success. A sabbatical for a pastor is dedicated to time with God so that the pastor may be refreshed by the Spirit and grow in love for God, God's church and God's people. When that time is granted, the pastor will bring back fruits to the congregation that wouldn't necessarily have been available without the sabbatical.

DURATION

A sabbatical is typically three months in length (including the two weeks of continuing education granted each year), and may be taken after every sixth full year of service in a call. Vacation should not be included as sabbatical time.

A SABBATICAL MAY INCLUDE:

A pastor is, above all, an authentic spiritual leader who carries out numerous roles and tasks for a congregation. However, underlying all of them is their role as spiritual leader. Therefore a sabbatical should include: time of reflection to sense God's voice and guidance, rekindling the spirit and the sense of calling by God, reconnecting more deeply with the tradition (Scripture, theology, liturgy), and deepening one's own spiritual life. A suggested guideline is a period of total rest and relaxation, a period of personal study for the purpose of renewal and for the sake of learning, and a period of study that will directly benefit the congregation.

BENEFITS FOR THE CONGREGATION

A sabbatical can be a great time to develop lay leadership within the congregation using the gifts God has provided to those in the Body of Christ and not just the pastor. A well-planned sabbatical can be a great occasion for re-visioning, re-invigorating, and recommitting lay leadership. For this very reason, it may be desirable not to seek an interim pastor, except for emergencies. This can give the congregation and especially its leadership a much clearer picture of what actually happens in the congregation and what the pastor does.

A sabbatical leave may be a time for the whole congregation to get into the "sabbath" mood—a distinctively counter-cultural stance of letting go and letting God, and rethinking the "busyness" of congregational, family, and individual life.

The congregation will benefit from a refreshed, re-energized pastoral leader. The congregation will reap the fruits of the pastor's renewed spirit as well as insights from study and reflection.

COST TO THE CONGREGATION

1. The congregation will continue to pay regular salary and benefits (base salary, Social Security allowance, housing allowance/parsonage, pension and insurance coverage). Car allowance and other reimbursements for ministry expenses are normally not paid during sabbatical time.
2. Up to three years of accrued continuing education dollars can be used for educational costs of the sabbatical.
3. The congregation will need to provide for their ministry needs during the sabbatical time. The Congregation Council in cooperation with the synod office and the pastor will need to determine if pastoral coverage is needed. This can range from some level of part-time pastoral care or pulpit supply for worship leadership to full-time interim ministry. Another pastor can be contracted for certain responsibilities, other staff may adjust responsibilities, and/or neighboring clergy may agree to cover certain responsibilities.

4. Prior to the time of a sabbatical leave, a congregation should establish a savings plan to be used to cover congregational expenses.
5. The congregation is not obligated to fund the sabbatical in any other way.

PLANNING

The planning for how the sabbatical time will be used is up to the pastor in consultation with the synod office and the local congregation. This “three way” partnership is very important. Neither the pastor nor the Congregation Council should make plans independent of this partnership. Be intentional in planning, but allow enough freedom for the movement of the Spirit.

A 7 year sabbatical/renewal leave plan could look like this:

1. Year 1: begin saving for the congregational expenses of the sabbatical/renewal leave.
2. Year 2: begin educating the congregation about the need for and benefits of sabbatical/renewal leave.
3. Year 3: explore spiritual gifts with all members of the congregation in anticipation of shared ministry during the sabbatical/renewal leave.
4. Year 4: identify areas of ministry that members can take on and determine the need for pastoral coverage during sabbatical/renewal leave.
5. Year 5: plan how congregational members will engage in ministry responsibilities during sabbatical/renewal leave.
6. Year 6: prepare lay people to engage in ministry responsibilities and determine the content of the sabbatical/renewal leave.
7. Year 7: send the pastor off for sabbatical/renewal leave and welcome the pastor back after three months.

COMMITMENTS FOLLOWING THE SABBATICAL

1. The pastor submits a report of the sabbatical/renewal leave and shares with congregational members their experience, reactions, learnings, insights, etc.
2. The pastor is normally expected to remain in the parish at least one year following a sabbatical/renewal leave.

CHECKLIST:

Congregations are encouraged to use this checklist as a framework for planning ministry coverage during a pastor's sabbatical leave.

1. Mutual Ministry Committee or Congregation Council encourages the pastor to consider a sabbatical/renewal leave.
2. Pastor determines interest and how they might use the three months.
3. A sabbatical/renewal leave plan will be created with congregational leadership and the pastor to ensure that the needs of both are met in a spirit of Christian care and concern. The congregation and pastor will consult with the synod office and will communicate the Sabbatical Leave plan with the members of the congregation.

4. Congregation Council contacts the synod office for partnership in the sabbatical plans, and, if needed, aid in finding an interim minister.
5. The pastor will work with a designated group of people to identify pastoral needs and coverage during the sabbatical/renewal leave. The initial planning may be with the executive committee, a mutual ministry committee, personnel committee, or a “Sabbatical/Renewal Leave Planning Team”. The Congregation Council must approve the Sabbatical/Renewal Leave Plan. The plan should include a primary contact person in the congregation with clear instructions for those involved in doing ministry, including: pulpit supply, funerals, teaching, pastoral care, etc.
6. The Sabbatical/Renewal Leave Plan should include provision for the planning and leading of weekly worship services, including the designation of who will be proclaiming the gospel, whether there will be adjustments to the communion schedule, and other details pertinent to weekly worship.
7. The Sabbatical/Renewal Leave Plan should include instructions for providing pastoral care in homes, during hospitalization, and in other times of emergency or crisis. Congregational members are encouraged to provide home visits to shut-ins. Hospitals generally have chaplaincy programs to assist families during a hospitalization or an emergency. Arrangements may be made with another pastor to cover other crisis situations.
8. The Sabbatical/Renewal Leave Plan should include instructions for coverage of funerals and weddings during the planned leave. Please remember that pastors do care about families at the time of death, and although it may be difficult for both the pastor and congregation all must remember that God will provide for support and care even if a pastor is not able to lead the funeral service. Neighboring clergy may agree to “be on call” to cover these responsibilities.
9. The Congregation Council and those designated in the Sabbatical/Renewal Leave Plan will take the lead in providing guidance to the ministries of the congregation, recognizing that the ministry which takes place in the congregation is ultimately the responsibility of the people of God gathered in this place and at this time. Among other things, the Sabbatical/Renewal Leave Plan should include details for confirmation ministry, bible studies and any other pastoral responsibilities.
10. General administrative duties will be overseen by the congregation’s Executive Committee or Congregation Council.
11. Records of emergencies, visits, funerals, marriages and congregational activities will be kept and made available to the pastor for clear communication and continuity of ministry.
12. The Sabbatical Planning Team in consultation with the Congregation Council should determine if an interim pastor is needed. If so, how much time will the interim need to work? Will it be full time? Part time? Will regular office hours need to be kept? What are the expectations of the interim? Etc. Compensation should follow synod guidelines. The planning team may choose to apply for a grant for financial assistance, however these are limited.
13. The Council may need to adjust the budget to allow for additional staff coverage, if any.
14. Arrangements with all individuals involved should be in place three months in advance of the sabbatical including any compensation, number of hours to be worked, etc for an interim.
15. The pastor makes all necessary arrangements for their course of study, travel, etc.

Consider using *Clergy Renewal: The Alban Guide to Sabbatical Planning* by Richard Bullock and Richard J. Bruesehoff.

Please contact the synod office if you have questions.



Northwest Synod of Wisconsin

Evangelical Lutheran Church in America

God's work. Our hands.

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