

**LUTHERAN DEAF MISSION SOCIETY
HANDBOOK**

ABBREVIATIONS USED 2

1 CORPORATION 3

2 PURPOSE..... 3

3 AFFILIATED MEMBER CONGREGATIONS 4

4 BOARD OF DIRECTORS..... 6

5 COMMITTEES..... 7

6 OFFICERS 8

7 NATIONAL STAFF 11

8 FINANCIAL OBLIGATIONS 11

9 MISSION AND MINISTRY SUPPORT 12

10 SYNOD..... 13

11 MISCELLANEOUS 13

12 AMENDMENTS 13

APPENDIX ONE - LDMS Structure 14

APPENDIX TWO - Core Values..... 15

APPENDIX THREE - Ethical Fundraising Policy 16

ABBREVIATIONS USED

BOD Board of Directors

CFO Chief Financial Officer

CITI Concordia Interpreters Training Institute

DIT Deaf Institute of Theology

DP District President

EC Ephphatha Conference

ExCom Executive Committee

ILDA International Lutheran Deaf Association

ISG Interpreter's Support Group

LCMS Lutheran Church-Missouri Synod

LDMS Lutheran Deaf Mission Society

LWML Lutheran Women's Missionary League

PR Public Relation

1 CORPORATION

- 1.1 Registered Office and Registered Agent. The Board of Directors may change from time to time the registered office and the registered agent of the Organization in Missouri.
- 1.2 Corporate Offices. The Organization may have from time to time such corporate offices anywhere inside and/or outside of Missouri as the Board of Directors designates or as the Organization's business requires.

2 PURPOSE

- 2.1 The corporation is organized and will be operated for purposes that are described in section 501(c)(3) by the IRS under the Missouri Statutes.
- 2.2 Without limiting the generality of the foregoing, the purposes of the corporation will be: The Lutheran Deaf Mission Society (LDMS) seeks (1) to help more Deaf Persons (and their families) see Jesus Christ as their Savior (through Evangelism and Christian Education); and (2) to help more Deaf Persons serve Jesus Christ as their Lord (through stewardship and leadership training).
- 2.3 LDMS is a Recognized Service Organization of the LCMS.
- 2.4 LDMS is to provide policy and encouragement for energetic Deaf Mission Outreach with the LCMS.
- 2.5 The following give more definition to the Purposes of LDMS:
 - 1) To assist LCMS Congregations to provide ministry for Deaf persons within their congregational life;
 - 2) To provide training for interpreters of congregational activities including Deaf persons;
 - 3) To assist Deaf persons to be equipped as congregational organization leaders and as theological leaders through DeafPah!;
 - 4) To assist Deaf persons to participate in the Deaf Institute of Theology at Concordia Seminary, St. Louis so that they can become commissioned or ordained leaders in their congregation;
 - 5) To provide opportunities for Deaf leaders to continue to grow in knowledge and skills through the Ephphatha Professional Conference;
 - 6) To assist the LCMS Districts in the evaluation, planning, and funding of Deaf Missions within their District; and
 - 7) To provide assistance to LCMS Partner Churches for theological training for Deaf individuals.
 - 8) To use and explore current technology to support the educational and mission efforts of LDMS and publicize LDMS.

- 9) To raise awareness among LCMS congregations, Districts, and Synodical administration of the needs, opportunities, and presence of Deaf ministry in the LCMS.
 - 10) To raise funds to support this organization's mission and purposes.
- 2.6 The Core Values of LDMS are listed in Appendix one.

3 AFFILIATED MEMBER CONGREGATIONS

3.1 Affiliated Member Congregations are LCMS congregations in good standing who have administrative responsibilities in LDMS and also are asked to support LDMS through financial support, prayer, volunteerism, guidance and other support. The members will have no dues or other required financial obligations. The majority of member congregations shall be congregations for the Deaf. Each Affiliated Member Congregation will elect or appoint a representative to coordinate the interactions between such congregation and the Organization.

3.2 Membership.

- 1) Election to Membership. Any LCMS congregation or LCMS organization interested in becoming a Member of LDMS must submit to the Organization's Secretary a written and signed letter requesting membership. The Board of Directors will consider each application. Membership in the Organization is not transferable.
- 2) Affiliated Congregational Membership in LDMS shall terminate for any one of the following reasons:
 - a) Voluntary resignation by a Congregation.
 - b) Failing to meet conditions of the Congregational Membership agreement and to cooperate with the other member congregations in furthering the aims of LDMS.
 - c) Working in a way that is detrimental to the good name and effectiveness of LDMS as determined by the Board of Directors and other member congregations.

3.3 Member Meetings.

- 1) Place of Meetings. All annual and other meetings of members shall be held at the time and at the place, inside or outside of Missouri, in person or by teleconference, that the person or persons calling the meeting fix, but if no place is fixed, any such meeting shall be at the Organization's principal office in Missouri.
- 2) Annual Meeting. The annual meeting of the Affiliated Member Congregations shall be on the first Saturday in May at the corporation's principal office, or at such other time and place, in person or by teleconference, as determined by the Board of Directors. Affiliated Member Congregations may be invited to host the annual meeting. The Board of Directors shall provide at least thirty (30) days, but

not more than ninety (90) days, prior written notice of the meeting to all Members.

- 3) Official Notices. The Secretary of the Board of Directors shall send notice of the business of the Annual Meeting to the Affiliated Congregations. Changes to the Handbook, the proposed budget, the proposed slate of the Board of Directors, and any other significant business requiring a vote shall be sent to the congregations no later than 30 days before the meeting. Proposed changes to the Articles of Incorporation or Bylaws shall be sent no later than 60 days before the meeting.
- 4) Special Meetings. Special meetings of the Affiliated Member Congregations may be called at any time by the President, the Board of Directors, or a majority of the Affiliated Member Congregations. Notice of each special meeting of the Affiliated Member Congregations shall be given to the Members by the person or persons who call such meeting at least ten (10), but no more than sixty (60) days, before the date of such meeting. Such notice shall state the specific purposes of the special meeting.
- 5) Action by Written Consent. Any action normally taken at a member meeting may be taken without a meeting if the Member Congregations agree to such action in writing. At least 80 percent of the Member Congregations must agree to act without a meeting. Such consents shall have the same force and effect as a vote of the Affiliated Member Congregations at a duly held meeting, and the secretary shall file such consents with the minutes of the meetings of the Affiliated Member Congregations.

3.4 Affiliated Member Congregations responsibilities in meetings:

- 1) Vote to accept or amend the slate of candidates for the Board of Directors.
- 2) Vote to accept, amend or reject proposed changes to the Articles of Incorporation, or the Bylaws presented by the Board of Directors to the Representatives at the Annual Meeting.
- 3) Vote to review, consider amendments to, and approve the Organization's annual budget proposed by the Board of Directors.
- 4) Receive and review all changes to the Handbook annually. If there is no disagreement registered, the changes stand.
- 5) Transact such other business that comes before the meeting.

3.5 Except as otherwise provided by law, the Articles of Incorporation or the Bylaws, a majority of the Affiliated Member Congregations will constitute a quorum.

LIST OF AFFILIATED CONGREGATIONS

Calvary (Deaf), Des Moines, Iowa, (Charter Members--April 25, 2009);
Concordia (Hearing), Kirkwood, Missouri (joined May 1, 2015);
Holy Cross (Deaf), St. Louis, Missouri, (Charter Members--April 25, 2009);
Our Savior (Deaf), Madison, Wisconsin (joined May 1, 2021);
Prince of Peace (Deaf), Spring Lake Park, Minnesota, (Charter Members-April 25, 2009);
Peace (Deaf), Indianapolis, Indiana, (joined August 21, 2010);
Word of God (Deaf), Cedar Rapids, Iowa, (joined November 9, 2014).

4 BOARD OF DIRECTORS

- 4.1 **Members of the Board:** The Board of Directors shall be composed of the voting members of the Executive Committee, president, secretary, treasurer, and the president of ILDA (or the ILDA president's designated representative). Up to two at-large members may be added.
- 4.2 **Qualifications for Directors:** Each director must be a member in good standing of a congregation of the LCMS and be at least 18 years of age.
- 4.3 **Nominations for the Board of Directors:** Three months before the annual meeting of the Affiliated Member Congregations, the Executive Director shall send out a letter to all Affiliated Member Congregations asking for nominations for members of the Board of Directors. Each nominee shall have given written permission to be nominated. Nominations from the floor during a meeting are permitted.
- 4.4 **Election:** The Board shall present the slate of candidates at the annual meeting, which slate may be amended by majority vote of the representatives. The representatives shall ratify the slate and this ratification shall constitute election.
- 4.5 **Members of the Executive Committee** are ex officio members of the Board and have no term limits. The president, secretary and treasurer serve two (2) year terms and may be elected to three (3) consecutive terms.
- 4.6 **Resignation:** Any member of the Board of Directors may resign upon giving written notice to the President, Secretary, or the Board of Directors.
- 4.7 **Vacancies:** Any vacancies on the Board of Directors or Officer positions shall be filled by a majority vote of the Board of Directors. The Director or Officer so elected by the Board of Directors shall fill the vacancy for the remainder of the unexpired term.
- 4.8 **Meetings:** Regular meetings of the Board of Directors shall be held at least annually in person or by teleconference at the times, dates, and location to be determined by the Board. A Director may attend a regular meeting by teleconference if previously arranged by the Executive Director or President. Special meetings of the Board of Directors may be called by the Executive Director and the President, or by any three Directors. Each director shall be notified of such a meeting in writing or via e-mail with a read receipt.
 - 1) A majority of the authorized number of Directors constitutes a quorum of the Board of Directors for the transaction of business, unless specified otherwise.
 - 2) **Action without a Meeting:** Any action required or permitted to be taken by the Board of Directors may be taken without a meeting, if a majority of the members of the Board of Directors individually or collectively consent in writing or by electronic means to such action. Such consent shall be filed with the minutes or the proceedings of the Board of Directors.
- 4.9 **Primary responsibilities:**
 - 1) **Evaluation:** The Board of Directors shall, at all meetings, review and evaluate the current programs, plans, and decisions that are to be made regarding the operation of LDMS.
 - 2) **Call Rostered Workers:** The Board shall, by virtue of LDMS being a Recognized Service Organization of the LCMS, have the right and authority to extend calls to

qualified Rostered individuals, especially the Executive Director.

- 3) Budget: The Board shall evaluate the budget prepared by the Executive Committee and present it for acceptance at the Annual Meeting of the Affiliated Congregations. Only a balanced budget may be presented at the Annual Meeting.
- 4) Bylaw changes: The Board shall evaluate the Bylaw changes prepared by the Executive Committee and present it for acceptance at the Annual Meeting of the Affiliated Congregations.
- 5) Handbook: The Board shall review and vote on approval of any changes to the Handbook proposed by the Executive Committee.
- 6) Annual meeting: The Board shall schedule the Annual Meeting of the Affiliated Congregations.
- 7) Additional Responsibilities: The Board may change this list of responsibilities as is necessary for the efficient administration of LDMS, provided such changes are not in conflict with the Bylaws.

5 COMMITTEES

5.1 Executive Committee.

- 1) The Executive Director, the Associate Executive Director, and the Project Leaders shall be the voting members of the Executive Committee. The Project Leaders are the leaders of the projects listed in Article 9.1. The President of the Board of Directors shall be advisory members of the Executive Committee.
- 2) The Executive Committee will monitor and ensure implementation of the Organization's policies, Mission Purposes, and programs by:
 - a) Establishing and evaluating goals for fulfilling the mission purposes;
 - b) Setting, administering, and suggesting changes for policies;
 - c) Overseeing the progress of the projects; and
 - d) Transacting the business and administration of the LDMS between Board meetings. The Executive Committee will meet at least four times per year.
- 3) Decisions of the Executive Committee shall be submitted to the Board Of Directors at the next BOD meeting for their ratification. Committee members may be Deaf, or if hearing, conversant in ASL.

5.2 Project Committees. The Executive Director and Project Leaders may form committees and select committee members to oversee the Organization's projects intended to carry out the Organization's Mission Purposes. Any person may serve on such committees; Board membership is not required.

5.3 Staff Committees.

- 1) The Materials for Public Relations Committee shall:
 - a) Design, prepare and maintain an adequate inventory of brochures and other PR materials.

- b) Design and produce appropriate displays for conventions and other gatherings.
 - c) Perform other tasks as assigned by the Executive Director.
- 2) The History Committee shall maintain a history of LCMS Deaf Missions:
- a) Maintain an inventory of Past Servants (years of service and location of each parish/field).
 - b) Maintain an inventory of Present Servants (years of service and location of each parish/field).
 - c) Maintain a copy of ILDA History.
 - d) Maintain an up-to-date LDMS History.
 - e) Perform other tasks as assigned by the Executive Director.

6 OFFICERS

- 6.1 The officers of LDMS shall be President, Secretary and Treasurer (CFO). No person shall serve concurrently in more than one office.
- 6.2 The Board of Directors from time to time may also appoint other officers as it deems to be necessary or advisable. All appointed officers will be under the authority of the Board of Directors and perform the duties assigned by the Board.
- 6.3 President
- 1) The president shall be elected every two years by the Affiliated Congregations at the annual meeting.
 - 2) The President shall ordinarily be deaf and shall be an active member of an LCMS Congregation.
 - 3) The President of the organization shall also function as the Chairman of the Board. The President will be the Organization's chief executive officer and will carry into effect all actions, directions and resolutions of the Board of Directors.
 - 4) The President shall preside at all meetings of the Board of Directors and meetings of the Affiliated Congregations. With the Executive Director, he shall prepare the agenda for those meetings.
 - 5) The President may execute all promissory notes, mortgages, contracts and other instruments for and in the name of the Organization. The President may execute powers of attorney from the Organization to such person or persons as the Board deems to be fit, in order that the Organization's business or interests may be furthered.
 - 6) If the President is absent or unable to act, the Executive Director shall perform the duties of President.

6.4 Secretary

- 1) The secretary shall be elected every two years by the Affiliated Congregations at the annual meeting.
- 2) The Secretary shall ordinarily be deaf and shall be an active member of an LCMS Congregation.
- 3) The Secretary shall keep, in books provided for that purpose, the minutes of any meetings of LDMS, and shall perform all duties incident to the office of Secretary and such other duties as may from time to time be assigned by the Board.
- 4) The Secretary shall attend all meetings of the Board of Directors, and record and maintain the minutes of all meetings and written consents to action without a meeting of the Affiliated Member Congregations and Board of Directors.
- 5) The Secretary shall perform like duties for each committee of the Board of Directors when requested to do so.
- 6) The Secretary shall have the authority and power to authenticate records of the Organization.
- 7) The Secretary shall bear the principal responsibility to give notice of all meetings of the Affiliated Member Congregations and the Board of Directors for which notice is required.
- 8) The Secretary shall see that all books, records, lists, and information required by the Articles of Incorporation or law are maintained at the principal office of the Organization in Missouri or elsewhere.

6.5 Treasurer

- 1) The Treasurer shall have the general authority, powers, duties, and responsibilities of a treasurer of a corporation and will, unless otherwise provided by the Board of Directors, be the Organization's chief financial and accounting officer.
- 2) The Treasurer shall be elected by the Board of Directors.
- 3) The Treasurer shall be ordinarily be deaf and an active member of an LCMS Congregation.
- 4) The Treasurer shall have the responsibility for the safekeeping of the Organization's funds and securities and will keep full and accurate accounts of receipts and disbursements in books belonging to the Organization.
- 5) The Treasurer shall keep all other books of account and accounting records of the Organization and shall deposit all monies and other tangible assets of the Organization in the name and to the credit of the Organization in such depositories that the Board of Directors designates (except for assets that are not susceptible to such deposit).
- 6) The Treasurer shall deposit such funds in the bank, trust companies, or other depositories as shall be selected by the Board of Directors, and shall receive any monies due and payable to the Society from any source whatsoever.
- 7) The Treasurer shall disburse the Organization's funds as the Board of Directors orders or authorizes generally.

- 8) The Treasurer shall develop appropriate printed forms and policies for
 - a) Money received:
 - i) Two (2) or more persons involved in opening mail.
 - ii) Photocopy all checks.
 - iii) Three copies (paper or electronic) of deposit slips for the bank, LDMS Office, and the LDMS Executive Director.
 - b) Purchase Order
 - c) Expense/Travel Voucher
 - d) Check Request
 - e) Bank Statements go from Bank to Treasurer and Executive Director.
- 9) The Treasurer shall render to the Organization's chief executive officer or the Board of Directors, whenever asked by either to do so, an account of the Organization's financial condition and an account of all transactions of the Treasurer and those under the Treasurer's supervision.
- 10) The Treasurer may with the approval of the Board of Directors appoint Assistant Treasurers to assist in the functions of the Treasurer.
- 11) The Treasurer shall, if so required by the Board of Directors, be bonded at the expense of LDMS.

6.6 Rules pertaining to all officers.

- 1) Removal: The Board of Directors may remove or discharge any elected or appointed officer, and any employee, whenever in its judgment the Organization's best interests would be served thereby. Such removal will be without prejudice to the contract rights, if any, of the person so removed.
- 2) Officer Vacancies: Whenever any vacancy shall occur in any office, the office shall be filled by the Board of Directors for the balance of the applicable term.
- 3) Delegation of Authority to Hire, Discharge, and Designate Duties. The Board of Directors from time to time may delegate to any elected officer or executive employee the authority to hire and discharge and to fix and modify the duties of Organization employees under such elected officer's or executive employee's jurisdiction. The Board of Directors may also delegate to such an officer or executive employee similar authority with respect to obtaining and retaining for the Organization the services of attorneys, accountants and other professionals and experts. In the absence of any designation, the President will have such general authority with respect to all employees and independent contractors whose services, in the President's discretion, are required by the Organization.
- 4) Delegation of Duties. If any Organization officer is absent or unable to act, or if the Board of Directors so elects in its discretion, the Board of Directors may delegate some or all of the functions, authority, powers, duties and responsibilities of any officer to any other officer or to any other Organization employee or other responsible person

- 5) Compensation: the officers and directors of LDMS shall serve without compensation, except that they may be reimbursed for necessary and reasonable expenses actually incurred in carrying out their duties.
- 6) Liability of Officers and Directors: the officers and directors shall not be personally liable for the debts, liabilities, or other obligations of LDMS and shall be indemnified by LDMS pursuant to the terms of the Missouri Statutes.

7 NATIONAL STAFF

- 7.1 The Executive Director is chosen by the Board of Directors. All other staff are selected by the Executive Director and approved by the Board of Directors. All Staff are voluntary unless otherwise authorized by the Board of Directors. The Executive Director:
- 1) Shall be an active member of an LCMS Congregation.
 - 2) Shall be a Rostered LCMS clergyman.
 - 3) Shall be responsible for oversight and vision casting of LDMS.
 - 4) Shall encourage and motivate all persons involved with LDMS to keep the LDMS primary purpose evident in all his activities.
 - 5) Shall be the Chief Operating Officer.
 - 6) Shall be conversant in ASL, and preferably deaf.
- 7.2 The Associate Executive Director:
- 1) Shall be an active member of an LCMS Congregation.
 - 2) Shall be a Rostered clergyman.
 - 3) Shall perform other tasks as assigned by the Executive Director.

8 FINANCIAL OBLIGATIONS

- 8.1 A majority of national funds shall be used for program and not for Salaries or the cost of meetings. Subject to legal requirements, all monies donated will be used first for the projects and second for salaries.
- 8.2 At least 70% of Donations shall be used for program and salaries and less than 30 % for fundraising.

9 MISSION AND MINISTRY SUPPORT

- 9.1 A major purpose of LDMS is to help the church at large to provide a ministry with Deaf persons. LDMS operates the following projects towards that goal.
- 1) DeafLITES helps hearing congregations and the Deaf people associated with the congregation take the first steps to become active in Deaf mission work with Deaf people in their locality.
 - 2) Interpreted Ministry Support provides ongoing support and resources for hearing congregations engaged in Deaf ministry, including their Deaf and hearing members and interpreters.
 - 3) DeafPah is a leadership training program for Deaf people to become more active leaders in their location(s). This also leads to some foundational knowledge to become theological leaders.
 - 4) Deaf Institute of Theology is an alternate program owned and administered by Concordia Seminary, St. Louis to train Deaf men to become vicars and pastors, and to train Deaf women to become deaconesses.
 - 5) Ephphatha Conference is an in-service training program for people working in Deaf Mission and Ministry.
 - 6) The Technology Committee uses current technology to educate and train new members, lay leaders, and church workers, and also support mission efforts to spread the gospel to Deaf people everywhere. It manages and operates all online resources for LDMS, including websites, YouTube, and social media.
 - 7) Foreign Missions keeps in contact with existing Deaf missions in other countries to provide support and resources and explores opportunities to assist church bodies in fellowship with the LCMS to carry out Deaf Mission and Ministry. This work will be coordinated with the ILDA Mission Projects. All foreign work will also be conducted in cooperation with the LCMS Office of International Mission.
- 9.2 LDMS shall work directly with districts of the LCMS to provide services in support of Deaf Ministry. Examples include but are not limited to the following.
- 1) Ministry evaluation. LDMS can assist in evaluating the current ministry, developing short term and long term plans, and budgetary considerations.
 - 2) Assistance in resolving problems due to conflicts, misunderstandings, doctrinal concerns, or other areas of ecclesiastical supervision.
 - 3) Educating the district on the unique character of Deaf Ministry and its needs.
 - 4) Fund-raising and public relations.
 - 5) The call process and getting names for a call list.

10 SYNOD

- 10.1 LDMS is a national Affiliate Organization and a Recognized Service Organization of the Office of National Mission of the LCMS. LDMS is to provide policy and encouragement for energetic Deaf Mission Outreach with the LCMS.

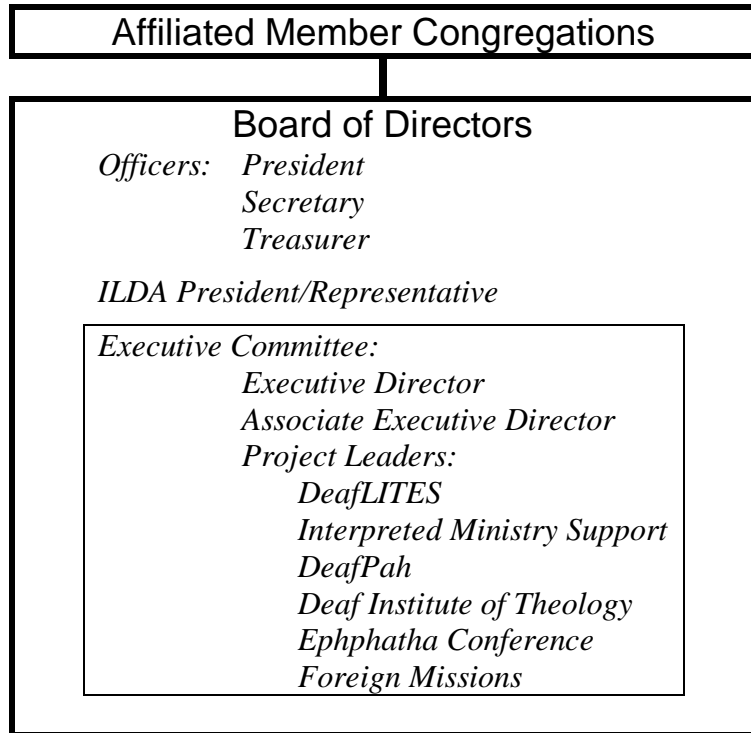
11 MISCELLANEOUS

- 11.1 Official Copies of the *Articles of Incorporation*, the *Bylaws*, *The Conflict of Interest Statement*, and the *Handbook*: LDMS shall keep these official documents at its principal office or at such other place as the Board of Directors may order. These documents shall be open for inspection by members of the Board of Directors and the representatives of the Affiliated Member Congregations at all reasonable times during office hours.
- 11.2 LDMS shall keep at its principal office or at such other place as the Board of Directors may order a Book of Minutes of all meetings of the Affiliated Member Congregations and of the meetings of the Board of Directors with the time and place of holding such meetings, whether regular or special, and all proceedings thereof.
- 11.3 Checks. All checks, bank drafts and other orders for the payment of money shall be signed by such officer or officers or such other person or persons as the Board of Directors from time to time designates. If no designation is made and unless and until the Board of Directors otherwise provides, each of the President and the Treasurer will individually have power to sign on the Organization's behalf all such instruments that are executed or made in the ordinary course of the Organization's business.
- 11.4 Fiscal Year. For accounting and income tax purposes, the fiscal year shall be July 1 – June 30, or as the Board of Directors otherwise specifies from time to time.
- 11.5 Dissolution. Stipulations for dissolution of the Lutheran Deaf Mission Society are specified in the Articles of Incorporation.

12 AMENDMENTS

- 12.1 Any section of this *Handbook* can be changed by a 2/3 vote of the Executive Committee once a calendar year.
- 12.2 The approval by the Board of Directors of any changes to the *Handbook* proposed by the Executive Committee will amend the *Handbook*. If the Board of Directors challenges the change, then the change is not effective until consensus is achieved.
- 12.3 All changes to the *Handbook* shall be annually given to the Representatives of the Affiliated Congregations for their information.

APPENDIX ONE
Lutheran Deaf Mission Society
Structure



The Board of Directors is comprised of three elected officers, ILDA President (or representative appointed by the ILDA President) and the Executive Committee.

The Executive Committee is comprised of the Executive Director, the Associate Executive Director, and Project Leaders.

The Board of Directors is accountable to the Affiliated Member Congregations.

The President and Secretary are elected by the Affiliated Member Congregations.
The Treasurer is elected by the Board of Directors.

The Executive Committee is responsible for the ministry operations of the LDMS, assisted by the Secretary, Treasurer and Staff Committees.

APPENDIX TWO

Core Values:

LDMS Goal: The Lutheran Deaf Mission Society (LDMS) seeks (1) to help more Deaf Persons (and their families) see Jesus Christ as their Savior; and (2) to help more Deaf Persons serve Jesus Christ as their Lord. Through grace, Jesus' Father (God) saved you through faith. God has prepared a special work for each of His saved people to do (Ephesians 2:8, 10).

We share Jesus: "God our Savior ... desires all people to be saved and to come to the knowledge of the truth" (1 Timothy 2:4) and to "do the work of an evangelist" (2 Timothy 4:5). God has given us a joyful responsibility. We tell people about His salvation.

We trust each other: Each one of us knows: "I am always 100% sinner; I am always 100% forgiven by God. We do not focus on mistakes. We focus on Christ and His people. "Behold I (Jesus) and the children God has given Me" (Hebrews 2:13b).

We talk to each other: Matthew 18:15-20 is our communication policy. We attempt to grow closer to others (v. 15) with Christ in our midst (v. 20).

We train Deaf Congregations to become Indigenous (belonging to the culture). LDMS seeks to help Deaf Congregations become:

self-governing;

self-supporting (this large challenge requires we ourselves serve God more); and

self-sharing of God's Word by skilled teachers. It is most important we rightly divide Law and Gospel in the Bible. All of us work hard to rightly divide Law and Gospel while we share God's Word. We want more Deaf persons to join with us in this sharing of God's Word in their home congregations.

We disciple Jesus' believers: Jesus chose disciples. Paul chose Timothy and Titus. Jesus said, "Teaching them to observe all that I have commanded you" (Matthew 28:20). We deliberately enter a discipling relationship with one (or more) of Jesus' disciples. We learn together about the special service(s) we are doing for Jesus. Then when Jesus asks us to do something else, our disciple can carry forth the special service after us. We remember God's word: "He gave ... to equip the saints for the work of ministry" (Ephesians 4:12). We intentionally disciple, train, and equip congregational members to be more active and effective disciples of Jesus.

We serve by His grace: God does not owe us special blessings because we serve Him. We serve Him because of the faith the Holy Spirit makes and keeps in us. "It is required of servants that God finds them faithful" (1 Corinthians 4:2). This is possible. Alleluia! "For by grace God saved you through faith. You did not save yourself. Salvation is a gift of God, not because of our service. We cannot boast. God works in us. He created us in Christ Jesus to do good works. God prepared us a long time ago to serve Him as we live." (Ephesians 2:8-10). We serve our Triune God to thank Him.

APPENDIX THREE

Policy for Ethical and Responsible Fundraising Practices

The staff, volunteers, and contracted agents of the Lutheran Deaf Mission Society will:

1. Seek to serve Christ faithfully and always conduct our affairs in such a way that honors His Name.
2. Work for the best interest of the donor.
3. Strive to model and promote the concept of Christian stewardship in the church and among donors.
4. Strictly adhere to the mission of the Lutheran Deaf Mission Society and its Core Values, and to accurately portray that mission and its values in all communications.
5. Maintain confidentiality in handling donor and prospective donor records.
6. Offer public recognition and appreciation for a gift only after donor permission has been granted.
7. Maintain transparency in use and disbursement of all donated funds, and ensure accurate use of designated gifts, optimal management of all solicited funds, and truthful reporting.
8. Comply with all federal, state and municipal laws.
9. Deal charitably, fairly and honestly with other professionals and organizations.
10. Maintain and encourage high levels of professional competence and accurately present professional qualifications and experiences to prospective donors and ministry partners.
11. Be compensated by a set salary or fixed hourly wage, NOT by commissions, fees or wages based on a percentage of charitable gifts secured.
12. Expend a majority of funds raised for ministry programs and not for staff salaries or the cost of meetings. Subject to legal requirements, all monies donated will be used first for the projects and second for salaries.
13. Keep the cost of fundraising to less than 30% of donations received.
14. Adhere to the Conflicts of Interest Policy of the Lutheran Deaf Mission Society and to avoid or otherwise disclose all potential conflicts of interest.