

LCMS 2026 Convention Guide

FLOOR COMMITTEE 9

Structure and Administration

Chairman and Amendment Guide - Portrait Print-Friendly Edition

KINGDOM OVER CASTLE | MISSIONAL | LOW CONTROL, HIGH ACCOUNTABILITY

Purpose: Help a delegate address the chairman, huddle with the delegation, create or refine amendment language, and speak to Floor Committee 9 resolutions with governance clarity, congregational service, broad trust, and accountable mission.

Source frame: Today's Business, Issue 1, Committee 9 proposed resolutions. These are proposed resolutions, not final convention action. Check the latest daily issue before moving anything.

One-sentence test

Does this structure help the Synod serve congregations and mission with clear accountability, faithful doctrine, broad trust, and minimal unnecessary control?

Five capitals delegate questions

Capital	Delegate question
Spiritual	Does it protect doctrine, supervision, confession, and the church's Gospel purpose?
Relational	Does it build trust among congregations, districts, boards, officers, agencies, and members?
Physical	Does it steward structures, offices, committees, properties, corporations, and systems?
Intellectual	Does it clarify bylaws, responsibilities, review processes, data, and governance authority?
Financial	Does it clarify costs, risks, liabilities, property, budgets, and stewardship accountability?

Christ frame

The Synod's structures do not save sinners. Christ does. But structures can either serve the proclamation of Christ or bury it under process, suspicion, and institutional self-protection.

How to address the chairman

- Rise or enter the queue according to the standing rules.
- When recognized: "Mr. Chairman, Robert Bailey, Texas District, pastoral delegate."
- State the action first, then the reason briefly.
- Keep remarks about the resolution, not motives of people.

Motion phrases

- "Mr. Chairman, I move to amend Resolution 9-__ by..."
- "I speak in favor of the amendment because..."
- "I ask the floor committee whether this concern is already addressed..."
- "I request permission to withdraw or revise my amendment."

Delegation huddle script

- What problem are we trying to solve?
- Is the amendment narrow and germane?
- Does it clarify governance, representation, accountability, or mission service?
- Does it release spiritual, relational, physical, intellectual, or financial capital for Gospel witness?
- Does it create accountability without unnecessary control?
- Could this be handled by asking the floor committee a question instead of moving an amendment?

Amendment workflow

Step	What to do	Example phrase
1. Identify	Name the exact resolve or location.	"In the second Resolved..."
2. Draft	Use clean insert, strike, or substitute language.	"Insert after the words..."
3. Explain	One governance point and one mission point.	"This protects trust and helps congregations..."
4. Huddle	Ask whether the delegation agrees it is worth floor time.	"Is this necessary, or only nice?"
5. Move	Address the chairman and state the amendment.	"Mr. Chairman, I move to amend..."
6. Speak	Support briefly and fraternally.	"This keeps low control with high accountability..."

Committee 9 dashboard

Priority	Resolution	Why it matters
1	9-11	Biggest structural overhaul. Needs implementation guide, waiver transparency, and 2029 report.
2	9-14	Constitutional change for special district conventions. Needs safeguards.
3	9-13	Electoral circuits affect representation. Needs rural, urban, ethnic, and travel-burden review.
4	9-08	COO consolidation affects checks, controls, and accountability.
5	9-09	CMO role changes must preserve mission voice in communication and fundraising.
6	9-16	Mission-structure review needs field consultation and clear report scope.
7	9-02	Conflict-of-interest procedures affect trust.
8	9-03	Doctrinal review must be clear and usable.
9	9-10	Pastoral Formation Committee should retain mission-field advisory input.
10	9-12	LCEF real estate services need fee and conflict clarity.
11	9-15	Presidential election participation needs simple congregational tools.
12	9-04	Bundled governance clarifications need a plain-language implementation summary.
13	9-01	Committee rules are improved by rosters and reporting.
14	9-05	LCEF elected directors, improve with nomination-quality language.
15	9-06	Supermajority clarification, good but needs threshold visibility.
16	9-07	Geographic limit is good, add pre-election eligibility check.
17	9-17	Declination item, only amend if preserving concerns for future study.

Master amendment paragraph

Adapt this where structure is vague, authority is expanded, or reporting is weak:

Resolved, That implementation of this resolution serve congregations, districts, schools, agencies, workers, and Gospel mission; preserve clear Lutheran confession and proper accountability; avoid unnecessary centralization; and provide a brief report before the 2029 convention describing governance changes made, entities or offices affected, five capitals stewarded, risks addressed, and lessons learned.

Use when:

- A resolution changes structure or authority but does not name an implementation map.
- A bylaw change needs plain-language guidance for congregations, districts, agencies, or officers.
- A new review, committee, or entity process needs reporting and clear accountability.
- A governance item might centralize control without field consultation.
- A declined overture contains concerns worth preserving for better study.

When not to amend

- Do not amend for rhetorical polish only.
- Do not create a mandate without a responsible party or implementation path.
- Do not turn every operational matter into convention-level micromanagement.
- Do not add process simply because process feels safe. The goal is accountable mission, not paperwork confetti.
- Ask a question instead if the committee can clarify the issue on the floor.

Resolution-by-resolution amendment cards

Each card gives a narrow amendment idea, why it helps, a five-capitals read, a microphone phrase, and one huddle question.

9-01 - Regulations for Committees

Priority: Medium | **Castle risk:** Committee rules can clarify authority, but committees can also drift into opaque decision-making if reporting is weak.

Amendment idea

Resolved, That all boards, commissions, and mission boards maintaining standing, executive, audit, or ad hoc committees provide a simple annual committee roster and purpose summary to their plenary body, including committee assignments, delegated authority, reporting expectations, and any actions requiring plenary approval.

Why this helps

This keeps committees as servants of the full board, not tiny shadow governments with coffee. It preserves flexibility while keeping delegated authority visible.

Five capitals examples

Capital	How it applies
Spiritual	Keeps committee work aligned with the church's Gospel purpose.
Relational	Builds trust between committees and full boards.
Physical	Clarifies actual committee structures and meeting systems.
Intellectual	Names authority, reporting, and decision paths.
Financial	Prevents hidden committee actions with financial impact.

Microphone phrase: I move to amend Resolution 9-01 by adding an annual committee roster and purpose summary so delegated authority and reporting expectations remain clear.

Question instead of amendment: Will every board or commission provide a current committee roster and delegated authority summary?

Delegation huddle question: Does this preserve committee usefulness while keeping the full board accountable?

9-02 - Conflict-of-Interest Revisions

Priority: High | **Castle risk:** Weak conflict procedures can make good governance look suspicious, even when no one intends harm.

Amendment idea

Resolved, That conflict-of-interest procedures include plain-language annual disclosure forms, documented recusal expectations, board-level review of potential conflicts, and a brief annual confirmation that required disclosures and recusals were completed, while preserving appropriate confidentiality.

Why this helps

Conflict-of-interest policy is not about assuming bad motives. It protects good work from suspicion and strengthens trust before trouble starts breathing heavily in the hallway.

Five capitals examples

Capital	How it applies
Spiritual	Protects integrity, truthfulness, and Eighth Commandment care.
Relational	Strengthens trust among boards, officers, congregations, and members.
Physical	Uses forms, minutes, and recusal records.
Intellectual	Clarifies what counts as a conflict and what to do.
Financial	Protects fiduciary stewardship and reduces risk.

Microphone phrase: I move to amend Resolution 9-02 by adding plain-language disclosure forms, documented recusal expectations, and annual confirmation that conflict-of-interest procedures were followed.

Question instead of amendment: How will conflict disclosures and recusals be documented and confirmed?

Delegation huddle question: Does this build trust without turning every relationship into a courtroom drama?

9-03 - Doctrinal Review Reorganization

Priority: High | **Castle risk:** Doctrinal review can be faithful but still feel foggy, slow, or inaccessible if the process is not publicly understandable.

Amendment idea

Resolved, That any revised doctrinal review process include a plain-language public guide explaining what materials require review, who may request review, expected timelines where possible, appeal or reconsideration pathways where applicable, confidentiality boundaries, and how final guidance will be communicated to affected parties.

Why this helps

Doctrinal review should protect faithful teaching and be usable by those who need it. A process nobody understands becomes a theological filing cabinet with a dragon inside.

Five capitals examples

Capital	How it applies
Spiritual	Protects faithful teaching and confession.
Relational	Builds trust among authors, boards, reviewers, and users.
Physical	Applies to publications, curricula, digital tools, and resources.
Intellectual	Clarifies review steps, criteria, and communication.
Financial	Prevents wasted publication work and avoidable disputes.

Microphone phrase: I move to amend Resolution 9-03 by requiring a plain-language guide to the doctrinal review process, including scope, timelines, confidentiality, and communication.

Question instead of amendment: Will there be a plain-language guide to doctrinal review scope, timelines, confidentiality, and communication?

Delegation huddle question: Would a pastor, author, teacher, or board know how this process works before conflict begins?

9-04 - Miscellaneous Governance Clarifications

Priority: Medium | **Castle risk:** Bundled governance changes may be efficient, but they can hide complexity or confuse implementation.

Amendment idea

Resolved, That the Secretary of Synod provide, before implementation, a plain-language summary of each governance clarification adopted in this resolution, identifying the bylaw affected, the practical effect, and the responsible officer, board, or entity.

Why this helps

This does not split the resolution. It gives the church a map so delegates and affected entities can understand what actually changed.

Five capitals examples

Capital	How it applies
Spiritual	Supports orderly governance in service to the church.
Relational	Reduces confusion among officers, delegates, and institutions.
Physical	Applies to accreditation, office functions, and entity actions.
Intellectual	Explains practical bylaw impact.
Financial	Avoids administrative confusion and costly mistakes.

Microphone phrase: I move to amend Resolution 9-04 by asking for a plain-language implementation summary for each governance clarification adopted.

Question instead of amendment: Can the committee provide a plain-language summary of each bundled governance clarification?

Delegation huddle question: Will delegates and affected entities know what changed and who is responsible?

9-05 - Increase Convention-Elected LCEF Directors

Priority: Medium | **Castle risk:** Increasing elected representation is good, but nomination criteria should consider the experience needed for faithful financial ministry.

Amendment idea

Resolved, That the Committee for Convention Nominations be encouraged to give attention to geographic, congregational-size, financial, legal, real estate, and ministry experience when preparing nominees for convention-elected LCEF director positions.

Why this helps

LCEF board service touches loans, property, risk, and ministry. Representation should include wisdom from the places and decisions LCEF actually serves.

Five capitals examples

Capital	How it applies
Spiritual	Keeps LCEF service tied to ministry and Gospel mission.
Relational	Builds trust through broader convention-elected representation.
Physical	Applies to property, buildings, loans, and ministry facilities.
Intellectual	Values legal, finance, real estate, and ministry expertise.
Financial	Strengthens oversight of loan risk and stewardship.

Microphone phrase: I move to amend Resolution 9-05 by encouraging attention to geographic, congregational-size, financial, legal, real estate, and ministry experience in LCEF nominations.

Question instead of amendment: How will nominees for LCEF director positions reflect needed financial, legal, real estate, and ministry experience?

Delegation huddle question: Does this improve representation and the board skills needed for faithful stewardship?

9-06 - Clarify Supermajority Voting

Priority: Low to Medium | **Castle risk:** Supermajority rules can produce procedural confusion if delegates do not know the threshold before voting.

Amendment idea

Resolved, That notice of any vote requiring a two-thirds threshold under this provision clearly state whether the threshold applies to members present, voting members present, or total membership, and that minutes record the threshold used.

Why this helps

This makes the threshold visible before the vote and recorded after the vote. It prevents procedural goblins from breeding in the margins.

Five capitals examples

Capital	How it applies
Spiritual	Supports honest order and clear conduct.
Relational	Reduces procedural suspicion.
Physical	Applies to corporate meetings and minutes.
Intellectual	Clarifies voting rules and thresholds.
Financial	Protects entity decisions from challenge or confusion.

Microphone phrase: I move to amend Resolution 9-06 by requiring notice and minutes to clearly state the supermajority threshold used.

Question instead of amendment: Will notices and minutes clearly state the supermajority threshold used?

Delegation huddle question: Does this make the vote threshold clear before the vote happens?

9-07 - Limit LCEF Directors Per District

Priority: Low to Medium | **Castle risk:** A geographic limit is good, but eligibility should be checked before ballots create confusion.

Amendment idea

Resolved, That the Secretary of Synod or appropriate nominating body provide a pre-election eligibility check confirming district distribution requirements before LCEF nominees are placed before the convention.

Why this helps

The best time to prevent a representation problem is before the ballot, not after everyone has sharpened their parliamentary pencils.

Five capitals examples

Capital	How it applies
Spiritual	Supports fair stewardship of church resources.
Relational	Builds regional trust in financial governance.
Physical	Applies to LCEF board structure.
Intellectual	Clarifies nomination and eligibility rules.
Financial	Broadens oversight of financial ministry.

Microphone phrase: I move to amend Resolution 9-07 by adding a pre-election eligibility check for district distribution requirements.

Question instead of amendment: Will district-distribution requirements be checked before LCEF nominees are placed on the ballot?

Delegation huddle question: Does this prevent a representation problem before the ballot?

9-08 - Consolidate CAO and CFO into COO

Priority: High | **Castle risk:** Streamlining can serve mission, but it can also concentrate authority and weaken checks if internal controls are not watched.

Amendment idea

Resolved, That the Board of Directors provide an annual summary during the first triennium after implementation describing how the consolidation has affected administrative efficiency, financial oversight, internal controls, staff accountability, risk management, and service to congregations and Synod entities.

Why this helps

This does not block restructuring. It asks whether the restructure actually worked and whether checks, controls, and service survived the surgery.

Five capitals examples

Capital	How it applies
Spiritual	Frees resources for mission if administration is faithful.
Relational	Builds trust in national office leadership.
Physical	Affects office structures, staff systems, and processes.
Intellectual	Clarifies roles, controls, risk, and accountability.
Financial	Protects budget oversight and internal controls.

Microphone phrase: I move to amend Resolution 9-08 by adding an annual summary during the first triennium on efficiency, financial oversight, internal controls, risk management, and service to congregations.

Question instead of amendment: How will the Board evaluate whether COO consolidation improves efficiency without weakening controls?

Delegation huddle question: Does this streamline administration without weakening checks and balances?

9-09 - Coordinate Chief Mission Officer Responsibilities

Priority: High | **Castle risk:** Moving communications, fund development, or administrative tasks away from the CMO could unintentionally sideline mission voice.

Amendment idea

Resolved, That implementation preserve clear coordination between the Chief Mission Officer, Chief Operating Officer, mission boards, LCMS Communications, and fund development staff, including regular reporting on how mission priorities are reflected in communication, donor engagement, budget development, and program support.

Why this helps

If fundraising and communications move away from the CMO, the mission voice must not become a passenger in the trunk. Coordination keeps mission central.

Five capitals examples

Capital	How it applies
Spiritual	Keeps mission centered in Gospel proclamation.
Relational	Coordinates CMO, COO, boards, donors, and staff.
Physical	Affects communication, development, and program systems.
Intellectual	Clarifies role boundaries and reporting.
Financial	Aligns donor engagement and budgets with mission.

Microphone phrase: I move to amend Resolution 9-09 by adding coordination and reporting language so mission priorities remain reflected in communications, donor engagement, budget development, and program support.

Question instead of amendment: How will mission priorities remain connected to communications, donor engagement, and budget development?

Delegation huddle question: Does this keep mission from being separated from communication and funding decisions?

9-10 - Revise Pastoral Formation Committee Membership

Priority: High | **Castle risk:** Removing the CMO may make structural sense, but mission-field intelligence should not disappear from pastoral formation conversations.

Amendment idea

Resolved, That the Chief Mission Officer be invited to participate as a non-voting advisory participant when the Pastoral Formation Committee addresses church planting, mission-field pastoral needs, ethnic ministry, rural ministry, urban ministry, campus ministry, or other deployment-related questions.

Why this helps

Pastoral formation is for real flocks and real mission fields. This preserves mission input without making the CMO a voting member.

Five capitals examples

Capital	How it applies
Spiritual	Forms pastors for faithful Word and Sacrament ministry.
Relational	Connects seminaries, districts, mission boards, and field leaders.
Physical	Links formation to fieldwork sites and mission contexts.
Intellectual	Aligns formation with mission realities.
Financial	Helps deploy formation resources wisely.

Microphone phrase: I move to amend Resolution 9-10 by inviting the Chief Mission Officer as a non-voting adviser when the committee addresses mission-field pastoral needs.

Question instead of amendment: Will the CMO still advise the Pastoral Formation Committee on mission-field pastoral needs?

Delegation huddle question: Does pastoral formation retain enough mission-field input?

9-11 - Comprehensive Corporate Formation Overhaul

Priority: Highest | **Castle risk:** Large structural changes, new entity categories, disclosure requirements, and waiver authority can become a governance skyscraper without stairs.

Amendment idea

Resolved, That prior to implementation, the Board of Directors provide a plain-language implementation guide for agencies, boards, commissions, districts, and affected entities explaining the categories of instrumental entities, approval process, reporting requirements, conflict-of-interest expectations, financial disclosure requirements, waiver provisions, and appeal or review pathways; and be it further Resolved, That the Board of Directors provide a report before the 2029 convention identifying entities reviewed, entities approved or reclassified, waivers granted, costs incurred, risks addressed, and lessons learned.

Why this helps

This is the strongest Committee 9 amendment. If the Synod changes corporate architecture, affected entities need a map, guardrails, and a report back to the church.

Five capitals examples

Capital	How it applies
Spiritual	Keeps structures serving Gospel mission rather than themselves.
Relational	Builds trust among agencies, boards, districts, and Synod.
Physical	Applies to corporate entities, property, and agencies.
Intellectual	Clarifies entity categories, waivers, reporting, and review.
Financial	Addresses cost, liability, disclosure, and risk management.

Microphone phrase: I move to amend Resolution 9-11 by requiring a plain-language implementation guide and a 2029 report on entities reviewed, waivers granted, costs incurred, risks addressed, and lessons learned.

Question instead of amendment: Will the Board provide an implementation guide and 2029 report for the corporate-entity overhaul?

Delegation huddle question: Does this give enough guidance before changing the corporate architecture?

9-12 - Clarify LCEF Real Estate Services

Priority: Medium | **Castle risk:** Real estate help can be a blessing, but congregations need clarity on fees, conflicts, referrals, and limits of advice.

Amendment idea

Resolved, That LCEF provide plain-language disclosure to participating ministries regarding any fees, referral relationships, potential conflicts of interest, scope of services, limits of advice, and whether services are advisory, financial, fiduciary, or transactional.

Why this helps

Real estate is where congregational anxiety and dollar signs start ballroom dancing. Clear disclosure protects trust before property decisions get tangled.

Five capitals examples

Capital	How it applies
Spiritual	Helps property serve mission and local ministry.
Relational	Protects trust between congregations and LCEF.
Physical	Applies to land, buildings, redevelopment, and facilities.
Intellectual	Clarifies scope, advice, referrals, and limits.
Financial	Names fees, risks, property value, and debt concerns.

Microphone phrase: I move to amend Resolution 9-12 by requiring plain-language disclosure of fees, conflicts, referral relationships, scope, and limits of LCEF real estate services.

Question instead of amendment: Will LCEF disclose fees, conflicts, referral relationships, and the scope of real estate services?

Delegation huddle question: Would a congregation understand what LCEF is and is not providing?

9-13 - Update Electoral Circuit Parameters

Priority: High | **Castle risk:** Circuit rules may look tidy on paper while creating representation, travel, or participation burdens in rural, remote, ethnic, or urban contexts.

Amendment idea

Resolved, That implementation of revised electoral circuit parameters include district-level review of rural, remote, multi-point, ethnic, and urban contexts, with a report to the Secretary of Synod identifying any representation concerns, travel burdens, or congregational-participation barriers before the next regular convention.

Why this helps

Representation is relational capital. A clean spreadsheet is not enough if congregations cannot participate meaningfully.

Five capitals examples

Capital	How it applies
Spiritual	Keeps congregations connected to shared confession and governance.
Relational	Protects delegate trust and congregational representation.
Physical	Accounts for travel distance, geography, and meeting realities.
Intellectual	Uses parish, demographic, and ministry-context data.
Financial	Names travel costs and meeting burdens.

Microphone phrase: I move to amend Resolution 9-13 by adding district review of rural, remote, urban, ethnic, and multi-point contexts, with reporting on participation barriers.

Question instead of amendment: Will districts report rural, remote, ethnic, urban, and multi-point participation barriers?

Delegation huddle question: Does this protect representation across very different district contexts?

9-14 - Constitutional Amendment for Special District Conventions

Priority: Highest | **Castle risk:** This may create needed accountability, but without safeguards it could become factional warfare with registration badges.

Amendment idea

Resolved, That any implementing bylaws or guidance for special district conventions include clear thresholds, documented reasons, notice requirements, cost estimates, pastoral safeguards against factional misuse, and procedures to ensure congregations understand the purpose and implications before action is taken.

Why this helps

Special district conventions are a serious accountability tool. This amendment adds guardrails so the tool is not used like a parliamentary lawn mower.

Five capitals examples

Capital	How it applies
Spiritual	Promotes repentance, accountability, order, and care.
Relational	Protects district trust and congregational voice.
Physical	Applies to convention logistics, notices, and gatherings.
Intellectual	Clarifies thresholds, reasons, and procedures.
Financial	Names cost estimates and district burdens.

Microphone phrase: I move to amend Resolution 9-14 by requiring implementing guidance with thresholds, documented reasons, notice, cost estimates, and safeguards against factional misuse.

Question instead of amendment: What safeguards prevent special district conventions from becoming factional tools?

Delegation huddle question: Does this provide accountability without turning special conventions into a factional weapon?

9-15 - Encourage Participation in Election of Synod President

Priority: Medium | **Castle risk:** Encouraging participation may not help if congregations do not receive simple tools, timelines, and eligibility explanations.

Amendment idea

Resolved, That the Secretary of Synod, districts, and circuits be encouraged to provide simple election-participation tools for congregations, including timeline reminders, eligibility explanations, sample congregational communication, nonpartisan voter education, and a post-election turnout summary by district.

Why this helps

More congregational participation builds trust. People need simple instructions and reminders, not another email that vanishes into the ecclesiastical swamp.

Five capitals examples

Capital	How it applies
Spiritual	Strengthens shared responsibility in the church.
Relational	Builds congregational trust and participation.
Physical	Uses email, forms, meetings, and voting systems.
Intellectual	Provides clear instructions and timelines.
Financial	Low-cost tools improve participation.

Microphone phrase: I move to amend Resolution 9-15 by adding simple election-participation tools and a post-election turnout summary by district.

Question instead of amendment: Will districts receive simple election-participation tools and turnout summaries?

Delegation huddle question: Does this make presidential election participation easier for ordinary congregations?

9-16 - Review Overture 9-11 for Mission Alignment

Priority: High | **Castle risk:** A mission-structure review can be written from the castle balcony unless the field is consulted.

Amendment idea

Resolved, That the review of Overture 9-11 include consultation with districts, congregations, mission boards, church planters, ethnic ministry leaders, urban and rural ministry leaders, campus ministry leaders, and lay leaders; and be it further Resolved, That the 2029 report include options, costs, risks, governance implications, mission impact, congregational impact, and how each option would preserve low control with high accountability.

Why this helps

If mission structure is being reviewed, the mission field must be heard. This adds field consultation and clear report scope.

Five capitals examples

Capital	How it applies
Spiritual	Keeps mission tied to Gospel proclamation.
Relational	Includes field voices, districts, congregations, and lay leaders.
Physical	Applies to mission sites, districts, and congregations.
Intellectual	Requires options, risks, and governance analysis.
Financial	Names costs, sustainability, and tradeoffs.

Microphone phrase: I move to amend Resolution 9-16 by requiring broad field consultation and a 2029 report with options, costs, risks, governance implications, mission impact, and congregational impact.

Question instead of amendment: Will the review of Overture 9-11 consult mission-field leaders and include costs, risks, and options?

Delegation huddle question: Does this review listen to the field before proposing mission-structure changes?

9-17 - Respectfully Decline Overtures

Priority: Low to Medium | **Castle risk:** Declining overtures can bury real concerns even when the proposed solutions are not right.

Amendment idea

Resolved, That while declining these overtures, the Synod encourage continued study and conversation through appropriate boards, commissions, districts, circuits, and congregations regarding representation, election participation, term limits, district structure, constitutional order, officer titles, overture submission rights, and congregational participation.

Why this helps

Sometimes the overture is the wrong vehicle, but the concern still needs a proper road. This declines without stuffing concerns into the governance junk drawer.

Five capitals examples

Capital	How it applies
Spiritual	Protects order and confession.
Relational	Honors grassroots concerns and congregational voice.
Physical	Applies to conventions, districts, circuits, and governance structures.
Intellectual	Supports thoughtful governance study and constitutional clarity.
Financial	Avoids expensive experiments without careful study.

Microphone phrase: I move to amend Resolution 9-17 by encouraging continued study and conversation on representation, elections, term limits, district structure, officer titles, overture rights, and congregational participation.

Question instead of amendment: Can the committee explain which declined concerns should continue through proper channels?

Delegation huddle question: Does this decline weak overtures while preserving worthy concerns for better process?

Best question instead of amendment list

Resolution	Question
9-01	Will every board or commission provide a current committee roster and delegated authority summary?
9-02	How will conflict disclosures and recusals be documented and confirmed?
9-03	Will there be a plain-language guide to doctrinal review scope, timelines, confidentiality, and communication?
9-04	Can the committee provide a plain-language summary of each bundled governance clarification?
9-05	How will nominees for LCEF director positions reflect needed financial, legal, real estate, and ministry experience?
9-06	Will notices and minutes clearly state the supermajority threshold used?
9-07	Will district-distribution requirements be checked before LCEF nominees are placed on the ballot?
9-08	How will the Board evaluate whether COO consolidation improves efficiency without weakening controls?
9-09	How will mission priorities remain connected to communications, donor engagement, and budget development?
9-10	Will the CMO still advise the Pastoral Formation Committee on mission-field pastoral needs?
9-11	Will the Board provide an implementation guide and 2029 report for the corporate-entity overhaul?
9-12	Will LCEF disclose fees, conflicts, referral relationships, and the scope of real estate services?
9-13	Will districts report rural, remote, ethnic, urban, and multi-point participation barriers?
9-14	What safeguards prevent special district conventions from becoming factional tools?
9-15	Will districts receive simple election-participation tools and turnout summaries?
9-16	Will the review of Overture 9-11 consult mission-field leaders and include costs, risks, and options?
9-17	Can the committee explain which declined concerns should continue through proper channels?

One-page delegate cheat sheet

Need	Phrase
To move an amendment	"Mr. Chairman, I move to amend Resolution 9-__ by adding the following resolved..."
To speak in favor	"I speak in favor because this keeps the resolution mission-focused while adding accountability without unnecessary control."
To ask before amending	"I ask the floor committee whether this concern is already addressed in existing policy or planned implementation."
To avoid overreach	"This amendment does not mandate a particular operational outcome. It asks for clarity, reporting, and responsible governance."
To frame the five capitals	"This releases spiritual, relational, physical, intellectual, and financial capital for congregations, workers, districts, and Gospel mission."
To withdraw if answered	"Mr. Chairman, in light of the committee's explanation, I request permission to withdraw my amendment."

Closing Gospel frame

The Synod's structures do not save sinners. Christ does. But structures can either serve the proclamation of Christ or bury it under process, suspicion, and institutional self-protection.

Structure should be a trellis, not a cage. Accountability should build trust, not control. Representation should be participation, not procedural theater. Governance should serve the Gospel, not castle maintenance.

Christ is risen indeed, and the Church needs structures that serve the harvest, not hallways that lead back to the castle.