

LEADERSHIP SERVICES QUARTERLY

LSQ is a quarterly publication for all diocesan and parish leaders. Published by the Diocese of Shreveport.

THE MINISTRY OF LEADERSHIP

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Mission Statement

The Leadership Services Quarterly (previously the Administrative Services Quarterly "ASQ") exists to assist church in the formation of leadership persons with an increased awareness of the needs of their worship location, to promote a "best practice" strategy of decision making on both the pastoral and financial level, and assist local faith communities in fulfilling their missions.

A diocesan publication known as the Leadership Services Quarterly, will contain a group of articles written by Diocesan Directors and other Diocesan Resources centering on a common theme intended to clarify, explain, direct, and help in the continuing formation of laity involved in parish leadership. Each publication will have articles pertaining to finance and the pastoral as well as aids to assist us in achieving our mission for each parish, the diocese and Church.

This will be published on a quarterly basis and distributed electronically to all pastors, pastoral and finance councils, school principals and councils. Parish secretaries will be included so as to determine if they need to copy the publication for distribution to those not able to receive electronic mail at this time.

As rosters of council members change please keep the Office of Mission Effectiveness informed of new leaders and their email addresses. Distributing the newsletter electronically contributes to savings of materials as well as postage and time.

It is our future plan that the quarterly be posted on the Diocesan webpage for access by future leaders and other parishioners interested in being more involved in their parishes.

Please send any comments, questions, suggestions to rtiller@dioshpt.org
 Thank you!

RANDY TILLER

Director of Mission Effectiveness

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THE DIOCESE OF SHREVEPORT

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Business

From the Business Side with our Diocesan Business Officer

Jill Braniff



What Dangers Lurk Out There?

During our recent property and liability insurance pre-renewal meeting with our brokers we learned that insurance companies are taking a hard stance on insuring large capacity (15-passenger or larger) vans that transport passengers. Since 1995, the National Highway Traffic Safety Administration, risk managers and insurance companies have been warning the public about the possible dangers these type vehicles possess (i.e. increased rollover risk, increased potential for loss of control, etc.) due to their construction. Since that date the Diocese has discouraged the purchase of these vehicles, and as of 1999 the Diocese has prohibited the purchase of these vans for transporting people. Because of the apparent risks, it is important to have persons with a Commercial Driver's License (CDL) to operate these vehicles. The state of Louisiana requires a Class D Chauffeur's License for drivers of vehicles weighing 26,000 pounds or less and able to accommodate 15 or fewer people (including driver). A Commercial Drivers License (Class A, B, or C) is required for drivers of vehicles weighing more than 26,000 pounds and able to accommodate 16 or more people (including driver). Our insurance companies recommend the CDL endorsement as another important risk management tool for locations that choose to

maintain these vans. Please know that our brokers made it very clear that we will be charged a large penalty on any 15-passenger or larger vans within our property renewal for fiscal year 2006-2007. We are encouraging all locations with these large capacity vans to pursue replacing them with buses that are designed to safely carry a large number of passengers. Even though our state does not require persons who operate large capacity vans to possess a Commercial Driver's License, I cannot stress enough the importance of having a CDL operator for ALL large capacity vehicles due to the increased potential for loss of control during panic or emergency maneuvers. The following article discusses additional dangers for large capacity vehicles and ways to ensure maximum safety with proper maintenance. Our diocese has been given permission by the NTSB to reprint the following article to assist in increasing our awareness of these factors.

Lessons Learned from a Fatal Crash

What Churches Don't Know about Operating Motor coaches and the Law Can Lead to Deadly Consequences

After a motor coach operated by a Texas church crashed, killing eight passengers, the National

Transportation Safety Board's (NTSB's) investigation uncovered a nationwide problem. Many churches and other groups may be unwittingly operating unsafely as commercial motor carriers, not following safety regulations required for commercial vehicles and drivers, and not properly registering vehicles with the Federal Motor Carrier Safety Administration (FMCSA).

"The investigation pointed to numerous shortcomings," said Acting NTSB Chairman Mark V. Rosenker, "and we urge organizations that operate motor coaches to learn the lessons from this accident so it doesn't happen again."

The accident occurred on October 13, 2003, when a Neoplan 49-passenger motor coach, owned and operated by the First Baptist Church of Eldorado, Texas, was traveling on Interstate 20 near Tallulah, Louisiana. It was carrying 14 passengers from Shreveport, Louisiana, to Tuscaloosa, Alabama, as part of a multi-city sightseeing tour. It drifted onto the shoulder and struck a stopped tractor semi trailer. In addition to the fatalities, the motor coach driver and six passengers were seriously injured.

The Safety Board said the driver's chronic insomnia, chronic pain, sleep apnea, and history of interrupted sleep contributed to the accident because it reduced his sleep, increased fatigue, and reduced alertness. Contributing to the severity of the injuries was the failure of the motor coach seat anchorages.

Other problems were identified during the investigation. After the accident, the FMCSA conducted a compliance review and issued the church a U.S. Department of Transportation (USDOT) number and an “Unsatisfactory” safety rating because of the church’s failure to follow Federal safety regulations. The church said it had been unaware that its motor coach was a commercial vehicle, unaware of the existence of the FMCSA and the requirement to obtain a USDOT number, and unaware of the need to adhere to Federal motor coach and driver safety rules.

When the church had applied for title, registration, and license plates from Texas, the State classified the vehicle as a “private bus,” and the church thought its motor coach was not a commercial vehicle. Information about the Federal definition of a commercial vehicle, which would

have indicated that the church’s motor coach did not belong to this class, did not appear on the Texas title or registration application forms, the NTSB said.

Because many State applications do not provide any information on the FMCSA and the Federal rules for commercial vehicles, the NTSB said that some motor coach and bus owners might not be aware of the need to contact the FMCSA for guidance.

The NTSB urged operators of motor coaches to get accurate safety information. One way, the NTSB suggested, is to log onto a page on the FMCSA’s Web site called “Safe Transportation of Passengers by Motor coach—and What It Means to You.” It provides access to educational and outreach information on bus and truck driver wellness programs, sharing the road safely, and

the FMCSA National Training Center. The citation is <http://www.fmcsa.dot.gov/safetyprogs/bus.htm>.

In addition, the FMCSA Web page provides detailed information to assist users in evaluating the safety practices of interstate motor coach companies before chartering a company. Topics include driver qualifications, limitations on driving, vehicle standards, subcontracting agreements, insurance requirements, requesting carrier operating authority information, and researching carrier insurance and safety information.

Following the crash, the NTSB urged the FMCSA to do more by developing and distributing educational materials for nontraditional commercial vehicle owners, such as church groups, on how to comply with the Federal safety rules.

JILL BRANIFF

Diocesan Business Officer

Passengers Trapped Under Seats; NTSB Urges Inspections and Tougher Standards

The investigation into the Tallulah motor coach accident also uncovered a problem with the way seats were anchored in the motor coach. Many passenger seats did not remain secure in their original positions in the passenger compartment; even those located a distance from the impact area.

When emergency responders arrived on scene, they found the seats “piled up” near the front of the motor coach and passengers trapped among and under the seats. The failure of the seat anchorages, which occurred when unrestrained passengers were thrown against other seats during the accident, caused entire seat frames to move forward. As the seats moved forward, passengers were pinned between them, which increased the severity of their injuries, the NTSB report said.

One reason the seats did not remain in their original positions during the accident was that several of the bolts that fastened the seats to the floor track had been incorrectly installed. According to the motor coach manufacturer, Neoplan USA Corp., the seat securement design of the motor coach permitted the owner to move seats within the passenger compartment. However, Neoplan did not include any guidance on unlocking, moving, repositioning, or securing the seats.

The NTSB said owners of Neoplan motor coaches would not have known how to properly secure the seats or how to inspect and maintain the seats in a secure position. This lack of understanding can lead to improperly secured seats, seat failures, and severe or fatal passenger injuries in an accident, according to the NTSB. The NTSB urges owners and operators of Neoplan buses to contact the company directly to address any anchorage problems. It has also asked Neoplan to include information in its motor coach manuals that inform owners of the importance of following proper procedures and of checking passenger seat anchorages during routine inspections.

The NTSB also urged the National Highway Traffic Safety Administration to develop performance standards for passenger seat anchorages in motor coaches. Currently, there are no performance standards or requirements for seat anchorages, leading to inconsistent occupant protection.

For a complete copy of the accident report, visit the NTSB’s Web site, www.nts.gov.

Human Resources

Review Your Timekeeping Practices To Ensure Compliance

You may be thrilled that your employees show up early and stay late to get their work done but should they be paid overtime? Do your employees ever need to take time away from the office during business hours to take care of things such as doctor appointments or getting the car repaired? Do you have one or more employees who are also volunteering for your location? Do you know the risks and rules related to timekeeping practices at your location?

Our Diocesan auditors may not look too scary when they visit you for an audit but if they make suggestions, you may want to take heed because the auditors from the Wage and Hour Division of the Department of Labor may not seem so friendly if we are not handling employee pay issues correctly. Take a look at the following additional questions to see if you can answer them and understand what the implications might be surrounding each one.

1. Do employees record hourly work on time records?
2. What method of time keeping is being used? Does it matter?
 - Time clock or other electronic system
 - Paper time cards
3. Do employees record time from the start of the workday to the end of the workday, with the exception of bona fide meal periods?
4. How are time records kept? Daily or weekly? Does it matter?
5. Are time cards altered or changed? If so, do employees sign off on the changes?
6. How long are time records maintained?
7. Are employees paid for break periods? Are employees required to have break periods?
8. Are employees ever requested to be on call?
9. Are employees required to work during meal periods? Are meal periods paid?
10. Is all leave time, i.e., holiday, personal, vacation, etc., recorded on time records?
11. What minimum increments of time are used?
12. Are employees paid for travel time that occurs during their workday?
13. Are employees required to attend training programs intended to improve their performance? If so, are employees paid for attendance for required training?

Exempt vs Non-Exempt (Hourly).

A key concept you must understand before you answer these questions and investigate the rules and risks related to your answers is whether or not each of your employees is considered an exempt or a non-exempt employee. Some suggestions for making sure you're in compliance:

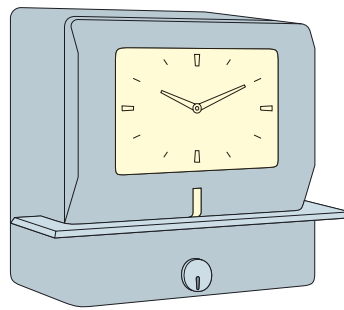
- Understand the difference between "salaried" and "exempt." Exempt employees are exempt from overtime based on specific criteria. Both exempt and non-exempt employees can be paid on a salaried basis but non-exempt employees must receive additional compensation (time and a half) for time worked over 40 hours in one week.
- You can avoid paying overtime by adjusting an employee's schedule. For example, if an employee has to work two hours late on Wednesday, allow him/her to leave two hours early on Thursday or Friday. You must have a payroll week designated and stick to that designation. You cannot adjust it payroll to payroll as a means of avoiding overtime pay.
- Exempt employees must meet the minimum wage criteria of \$455 per week but they also must meet other criteria beyond the minimum weekly wage as specified by the Department of Labor. Also, be sure to carefully consider criteria when using contracted labor. It can be a costly mistake to misclassify employees as independent contractors and pay them as such.
- Most of the positions will be non-exempt. Exemptions regardless of pay are Clergy, Religious and Teachers. Generally, the DREs and Business Administrators are probably exempt but the job duties need to be evaluated to be sure they meet DOL criteria. You cannot designate a position as exempt simply based on the position title.

Human Resources

Recording Hours Worked. You can establish basic work hours for all of your employees and you can require that employees in the exempt positions fill out timesheets. That is the policy at the Catholic Center and the recommendation to the other locations. The more important piece to remember is that it is a federal requirement to keep records of time and attendance on non-exempt employees. You absolutely should be doing this. Remember that an employer has the responsibility for keeping such records, not the employee, but you can allow the employee to record their own hours and then submit it for supervisory approval. The IRS requires that records of employees' time as well as all other payroll records must be kept for a minimum of four years. Another way to handle recording non-exempt hours since many employees work on a fixed schedule from which they seldom vary, the employer may keep a record showing the exact schedule of daily and weekly hours and merely indicate that the employee did follow the schedule. When an employee is on a job for a longer or shorter period of time than the schedule shows, the employer must record the number of hours the employee actually worked, on an exception basis (i.e., charge accrued vacation or sick time or reduce pay appropriately). If any changes are made be sure to have the employee and supervisor sign off on it. In the event of an audit, an employer has the burden to explain why an employee's time card was altered or changed.

Volunteering. Do not allow non-exempt employees to show up and work for any amount of time "off the clock." You cannot have an employee

volunteering to do anything that is normally part of their paid duties. Be sure that if employees are volunteering their time that it is doing something completely different than their normal paid duties and they really did freely volunteer their services.



Breaks. Neither Louisiana state nor federal law requires that employees 18 years or older be given any break including lunch. The failure to give a break is, therefore, not a violation of law. However, be careful regarding how this is applied. If you give employees a morning or afternoon break you can just count that as part of their paid time because it should be a minimal amount of time but if you give them a lunch break of more than 15 minutes, you can record that as unpaid time as long as they are completely free of work duties during that time. If they are covering the phone while they are eating (even if it never happens to ring) it must be paid time.

On-call, Travel and Training. If you keep non-exempt employees on-call and specify a minimum response time or other criteria from them if they are called, you have to compensate them while on call. If an

employee is sent out of the local area for a business reason during regular work hours you will need to pay them for travel time. Travel time does not get calculated in when trying to figure out overtime. Overtime is based on hours worked over 40 in a one-week period. You will need to pay employees for time spent in training sessions and those hours would count as hours worked when calculating overtime.

Recording Paid Time Off. Neither Louisiana state nor federal requirements mandate paid time off for holidays, vacation or illness. However, since the Diocese offers these benefits, any paid time off must be recorded and accrued balances need to be maintained.

Saying Good-Bye. If any of your employees leave their employment with you for any reason you will be required to pay them for all hours worked and pay out all accrued vacation time. There may be circumstances where you will owe an employee additional money. Under Louisiana law, all of the money owed must be paid to the departing employee by the next regularly scheduled payday after his or her departure.

Are all of the timekeeping rules and risks clearer now? Okay, no more questions. I hope some of this information has been helpful. If you deal with me very much you will find out that I like to present "worst-case scenarios" then back up from there to what might make sense for your location based on your specific circumstances. Please call my office or the Diocesan payroll office if you have questions relating to the timekeeping practices at your location. Good luck with the audits!

DEBBIE SCHMIDTKE
Director of Human Resources

Stewardship

Stewardship of Prayer: Committing to Support the Rebuilding of the Gulf Coast

Seven months ago, Hurricanes Katrina and Rita permanently changed the Gulf Coast of the United States with their damaging high winds and devastating flooding. More than 1,000,000 people were displaced in the aftermath of these destructive storms, and the death toll exceeds 1,300 people and tragically continues to climb.

As is typical during a time of national crisis, the Catholic Church is looked to as a beacon of help and hope for those in need. After September 11, we saw the Church come to the forefront of relief efforts as Catholic clergy were called upon by both victims' families and the media for spiritual leadership. This disaster is no different. Our church has played a powerful role in supporting the victims of the hurricanes. However, in this disaster, our Church herself has taken a serious blow. General property losses in the region are almost immeasurable, presently more than \$100 billion. In addition, nearly 300 Catholic Churches and Catholic Schools were either destroyed, damaged beyond repair, or will require extensive rebuilding.

One Church, One Community, a program of the Catholic Diocese of Baton Rouge, has created a wonderful opportunity for all of us to take a second look at our commitment to rebuilding what Hurricane Katrina and Rita have destroyed. Many of us have given money, goods, and possibly even time to relief efforts. Some in our Diocese have opened their homes to those who found themselves suddenly homeless. One Church, One Community, however, asks for something even more simple, more accessible, and less time consuming than what many of us have already done, yet it is something equally as powerful. Through their

new One Church, One Community program, they are seeking nothing but the power of your prayers.

The organization's website, www.onechurchonecommunity.org provides valuable tools for pastors, parishes, and schools to get involved and commit to prayer. Letters, information sheets, bulletin announcements, commitment cards for your parish or school, as

Facts and Figures

- Hurricane Katrina was the most catastrophic natural disaster in U.S. history
- The death toll from Katrina totals over 1,300 people; property loss well over \$100 billion
- Areas declared 'a disaster' approximate the land mass of the entire United Kingdom
- Estimates indicate approximately 1 million people were displaced by the hurricanes
- Hurricane Rita was the most powerful hurricane to ever enter the Gulf of Mexico
- Rebuilding communities – houses, businesses, schools and churches – will take years

well as tips on how to distribute the prayer commitment cards can be easily downloaded for free. In addition, you can register online for your own personal commitment to pray, and purchase purple, green and gold prayer bracelets (\$2 each) for a visual reminder of your commitment to pray for those affected by the storms. One Church, One Community does not ask for financial gifts and will not use information gathered from participants for future fundraising. Stewardship of prayer is the only commitment that is being requested.

In order to participate in this Stewardship of Prayer campaign, you need to sign a commit-

ment card for your organization. (Churches, Schools, Knights of Columbus, Catholic Daughters, etc.), and return it to the One Church, One Community organization. Then, it is up to you to determine how your prayer will happen. Perhaps it would be a personal commitment of each of the members, or perhaps group prayer at mass, meetings, or during the school day would be appropriate. If you have any questions as to how to initiate participation among those in your organization, the Stewardship Office of the Diocese of Shreveport is available for help. I can be contacted at ksmith@dioshpt.org or 318-868-4441 ext. 261.

Our Diocese supports the mission of One Church, One Community, and hopes that our parishes and schools will pledge their support to its mission as well. Prayer is so easy, yet so powerful. It takes only moments, but can change so much. When Catholics from all walks of life join together in an outpouring of prayer, we can offer hope, encouragement and God's blessings to all those who will be rebuilding their lives and communities for some time to come.

Compared to the work of rebuilding entire Catholic communities, sincere and faithful prayer really requires so little of us. True, it will likely take 5 to 10 years or more to rebuild cities like New Orleans, but you can invest 5 to 10 minutes and encourage hurting people today. The prayers of thousands of Catholic clergy, Catholic parishioners and Catholic school children are needed at this very moment. Join them. Please pray.

KATIE H. SMITH

*Director of Stewardship and
Diocesan Development*

(some portions of this article are re-printed with permission from the Diocese of Baton Rouge)

Monstrance blessed by Pope John Paul II scheduled to visit Shreveport



The Diocese of Shreveport will play host to a monstrance blessed by the late Pope John Paul II to encourage prayers for vocations to the priesthood and religious life as it makes an upcoming stop at the Cathedral of St. John Berchmans on its tour through the nation.

The monstrance, which is an exposition case and stand used to display the Eucharist for adoration, will arrive at the Cathedral on Saturday, June 17th after a walking processional pilgrimage from the Catholic Center beginning at 8:00 a.m. The route of the procession will see the monstrance carried 1.6 miles from 3500 Fairfield Avenue to 939 Jordan Street where a Benediction is scheduled for 10:00 a.m. Following Benediction, 24-hour adoration of the Blessed

Sacrament will begin, as the monstrance will be moved to the Cathedral's St. Michael Chapel.

"People throughout the nation have responded wonderfully to this promotion of a 'culture of vocations' that is so needed at this time," commented Bishop Friend. "This particular monstrance is one of six blessed by our late Holy Father to commemorate the Year of the Eucharist declared by John Paul II in 2004-05, and we are indeed fortunate to have had our Serra Club arrange for it to stop here."

A Catholic organization of lay men and women dedicated to promoting vocations to the priesthood and religious life, Serra International has been chosen to handle the logistics of the monstrance program and the local chapter has stepped up to the task. "The Serra Club of Shreveport will have the responsibility of receiving the monstrance and delivering it to the Cathedral," relates current Serra president Randy Tiller. "We are proud to be a part of this unique vocational event, and are hoping the people of our area take time to visit this special monstrance at our Cathedral and take part in praying for vocations."

Group participation for religious organizations of the region is also encouraged and you can contact Serra's Chair for Vocations Mike Fitz-Gerald mfitzgerald50@yahoo.com to arrange a time for visitation.

In the United States, the traveling monstrance program has proved so popular that its tour has been extended to well beyond its original October of 2005 end date. In addition to America and Canada, Latin America, Europe, Asia, Africa and the Pacific each received a monstrance as a symbol of the connection between the sacrament of the Eucharist and priestly vocations.

JOHN MARK WILLCOX

Director of Vocations & Communications

Full Schedule of The Monstrance Visitation:

Saturday, June 17, 2006

8:00 a.m.

Walking Processional Pilgrimage from the Catholic Center to the Cathedral of St. John Berchmans

10:00 a.m.

Benediction at the Cathedral

10:30 a.m.

Reception follows Benediction and 24-hour adoration begins in St. Michael Chapel.

3:30 p.m. (St. Michael Chapel)

Benediction to occur before Saturday 4:00 p.m. Vigil Mass

8:00 p.m. (St. Michael Chapel)

Evening Prayer

10:00 p.m. (St. Michael Chapel)

Night Prayer

Sunday, June 18, 2006

12:00 a.m. (St. Michael Chapel)

Midnight Benediction

4:00 a.m. (St. Michael Chapel)

Prayer Service

7:00 a.m. (St. Michael Chapel)

Morning Prayer

10:30 a.m. (Cathedral)

24-hour Adoration ends, the Blessed Sacrament is reposed, and the Vocations Monstrance is put on display in the Vestibule of the Cathedral prior to the 11:00 Mass.

12:15 p.m. (Cathedral)

Closing Benediction

12:45 p.m. (Cathedral)

Vocation Monstrance is left on display for the 1:00 p.m. Mass in Spanish and final Mass at 5:30 p.m.

6:30 p.m. (Cathedral)

Display of Vocation Monstrance Ends