

# FAMILY OF CHURCHES

Highland Park  
PRESBYTERIAN CHURCH

# FAMILY OF CHURCHES CONCEPT PAPER

In order to live out our vision “to lead all generations to become transformed followers of Jesus for the flourishing of our city and beyond,” we are committed to launching a “a family of neighborhood churches” that function in covenant relationships of mutuality and support under the umbrella of HP Pres. Each congregation is its own parish: a local manifestation of the church on mission in its specific geographic area or neighborhood.

We celebrate that as each local church is shaped by its people and context, each one becomes uniquely equipped for the missionary task of translating and embodying the hope of Jesus in its neighborhoods, schools, and workplaces.

# HELPING PEOPLE FIND AND FOLLOW JESUS

New churches are the most effective and proven means for reaching new people in cities with the hope of Jesus—a cornerstone of Vision 100. They drive innovation in reaching beyond the doors of the church to engage both the un-churched and de-churched. These new practices in turn make existing and established churches (e.g., HP Pres) better at reaching beyond themselves with a heart for the lost.

# FOR THE FLOURISHING OF OUR CITY AND BEYOND

## TOGETHER A MOVEMENT

Partnering together as a family of churches, we can generate a movement that has the potential to measurably change Dallas. We will create opportunities for our congregations to come together for city-wide worship, serving, prayer, spiritual formation, etc. A family of churches spread throughout Dallas neighborhoods but unified around common causes is a powerful witness to the non-believing world. While the natural progression of each new church may be in the ultimate direction of independence (should they desire that), we should intentionally strive to be unified around our shared vision for the city and beyond.

*For the Flourishing of our City and Beyond Cont.*

## **NEIGHBORHOOD TAILORED**

Each congregation in the family of churches will be committed to the good of their particular neighborhood. Whether through engagement with schools, local ministry partnerships, or Christ-followers showing generosity and hospitality within their community, each church can have a significant impact on the flourishing of their local neighborhood.

# RELATIONSHIP ANCHORED IN A SHARED COVENANT

## A FAMILY IN PRACTICE

The benefits of being in covenant relationship with one another are similar to those of any covenant family: support, care, mutuality, growth, and stability.

## CORE VALUES, YET DIVERSITY IN MINISTRY EXPRESSIONS

We are tied together by the theological standards of our essential tenets but each church has freedom in tailoring their ministry expressions to the particular character and needs of its community. Through this diversity, we will become stronger as a whole.

## ROOTEDNESS AND STABILITY

Apart from financial support, it is a great encouragement to be connected to a church with the legacy and rootedness of Highland Park Pres. Church plants are encouraged by knowing that there is an existing congregation praying for them to grow and thrive. In some community contexts, it can inspire trust to be connected with an established church that has been serving the city for decades.



# MUTUAL EMPOWERMENT OF LEADERS

## PASTORS & STAFF LEADERS

### *1. Sustained Investment*

The Senior Pastor of HP Pres will invest in and walk alongside each of our church planting pastors on a sustained basis. The advantage of that mutually transforming encouragement and accountability is critical to the success of new churches and the family as a whole.

### *2. Connectedness & Protection*

Ensures each church planter that they are not on their own, but are part of a closely-knit leadership tribe.

### *3. Talent Retention*

Retain great pastors and worship leaders who may otherwise leave. (We are able to attract better ministry talent who see that church multiplication is part of our leadership pipeline)

*Mutual Empowerment of Leaders Cont.*

## **THE LAITY**

### *1. Development and deployment of new lay leaders*

Not only does a family of churches allow for increased development of staff leaders (church planters, residents, worship leaders, etc.), but they provide new and stretching opportunities for lay leaders as well. Some of these lay leaders will help launch a new church, returning later as more fully surrendered and resilient disciples at HP Pres.

### *2. Opens Leadership Opportunities Sooner*

New churches make way for new leaders to utilize their giftedness and serve in ways that might not be as readily available were they to remain at HP Pres.



# MINISTRY INNOVATION AND RENEWAL

## INNOVATION

A mutually-transforming relationship between churches as ministry innovation flows upstream from new churches to the existing churches. Every new church we plant should be better than the old one, and the old ones should become better because of the new one.

## RENEWAL

Church plants challenge and renew the faith of the established church by stepping out of their comfort zone in new endeavors and faithfully launching their members and staff. This renewal effect will occur through intentional interaction among both covenant partners and staff (It's a little like going on a mission trip with the intent to serve others, only to realize that you are the one being served).

# SHARED BELIEFS

Shared tenets of faith provide the foundation for unity in the church's mission. Therefore, it is critical that our pastors and leaders affirm the same core beliefs across the Highland Park Pres family of churches. These shared beliefs are captured in the ECO Essential Tenets.

# ACCOUNTABILITY

While the Session is ultimately responsible for oversight of the churches, the Session delegates to the Senior Leadership Team the authority and the responsibility to achieve the church planting goals set by the Session. Moreover, the Senior Leadership Team is responsible for overseeing the Lead Pastors of the congregations within the family of churches.

It is the responsibility of the Senior Leadership Team to ensure that within the family of churches:

1. Lead pastors are well trained, supported, and evaluated for performance on church goals, results and responsibilities.
2. Congregations are managed in accordance with HP Pres policies and procedures, including: financial, risk management, child protection, personnel, and management policies and procedures.
3. Contracts are clear and appropriate.

# OPERATING AUTHORITY

## LEAD PASTOR

The day-to-day management of the congregation, whether by paid staff or lay ministry teams, is subject to the authority of its Lead Pastor. Any member of the congregation will serve on ministry teams, including the Lay Leadership Team, under this leadership authority.

## LAY LEADERSHIP TEAM

The Lead Pastors of the congregations are expected to establish Lay Leadership Teams to assist in the management of the church. While the oversight of the congregations and their pastors rest with the HP Pres Senior Leadership Team, these Leadership Teams should be actively involved in the management of the church.

# SESSION INVOLVEMENT

In order to enhance communication, accountability, and mutual edification between the family of churches, it is considered the best practice for the Lead Pastors of the church plants to attend HP Pres Session meetings. It is also considered a best practice, though not mandatory, that the Session have at least one HP Pres governing elder, who is actively involved in the worship and ministry of each of the congregations.

# SHARED SERVICES

HP Pres seeks to support the family of churches by providing a number of shared services (e.g. Financial Management, Human Resources, Information Technology, Communications, Risk Management, and Creative Worship), charging for these services based on a simple formula related to actual services provided. Over time, congregations may choose to utilize these services in a declining manner.



# FINANCIAL STRUCTURE

HP Pres provides a gradually declining amount of financial support to each congregation based on an established budget and timeline. Congregations within the family of churches are expected to progress along a tiered financial pathway, as the church moves towards financial self-sufficiency

# PATHWAY TO SELF-GOVERNANCE

HP Pres anticipates that congregations will remain in the family of churches for 5-10 years before becoming an ECO chartered church. At this point, the church would nominate and elect its own Session. The church would no longer be under the legal or spiritual oversight of Highland Park Presbyterian Church. Though self-governing, the newly chartered ECO church would ideally maintain a voluntary level of high connectivity with the family of churches. In order to become an ECO chartered church, a congregation must meet the following conditions of ECO:

*Pathway to Self-Governance Cont.*

### *1. Sustainability*

The church is financially sustainable without the need for funding from supporting churches.

### *2. Mission Clarity and Ability*

The church has a sufficient number of members who are committed to the mission and vision of the church.

### *3. Self-Governing*

The church has elders who are spiritually mature & trained for their role AND appropriate by-laws and policies in place.

## APPENDIX A

# PHASES OF A CHURCH PLANT IN ECO

*Phase 1*

**PRE-LAUNCH** 

The Pre-launch phase is a time period before the official launch of the first corporate worship service. This period can last 8 months to a year.

*Phase 2*

**CHURCH PLANT** 

Church Plant phase is a season when a church plant functions as an active congregation. This period may last 5 to 10 years.

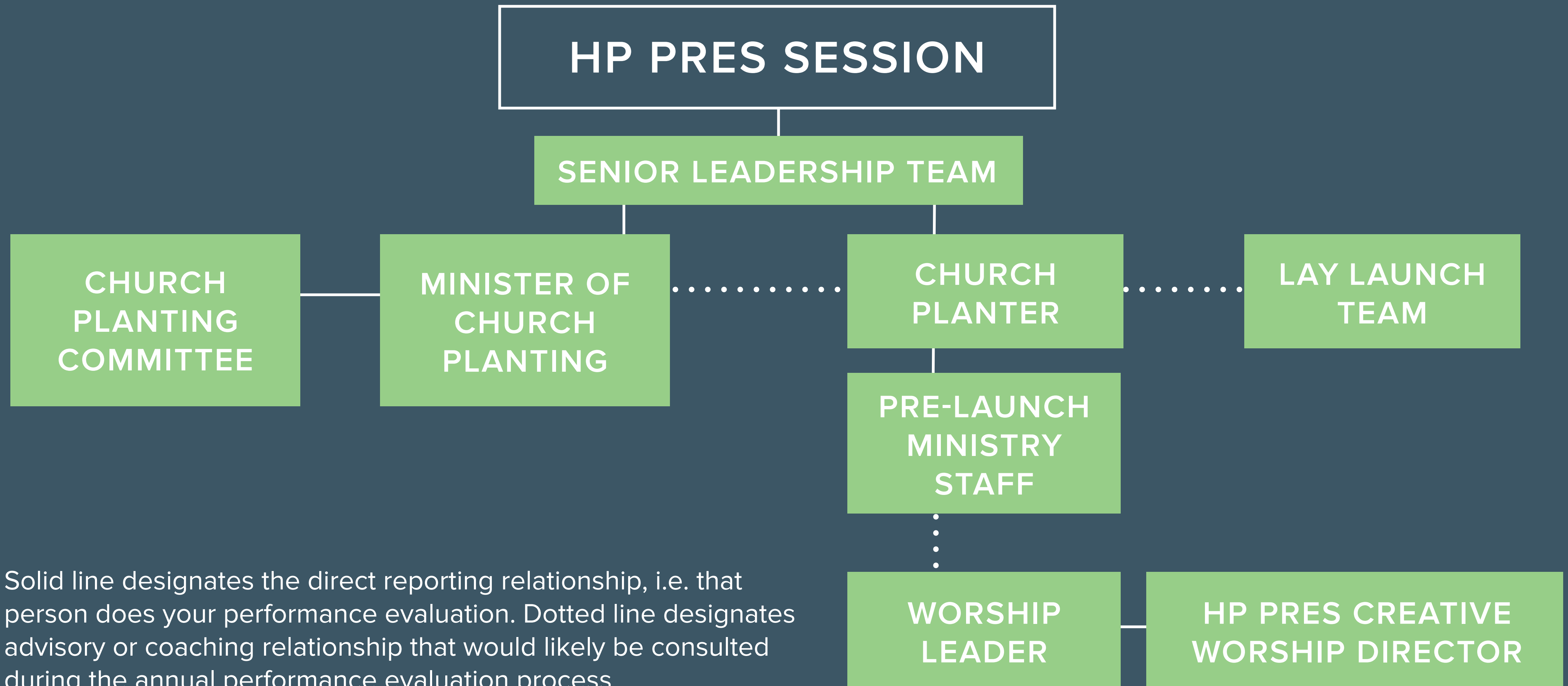
*Phase 3*

**CHARTERED CHURCH**

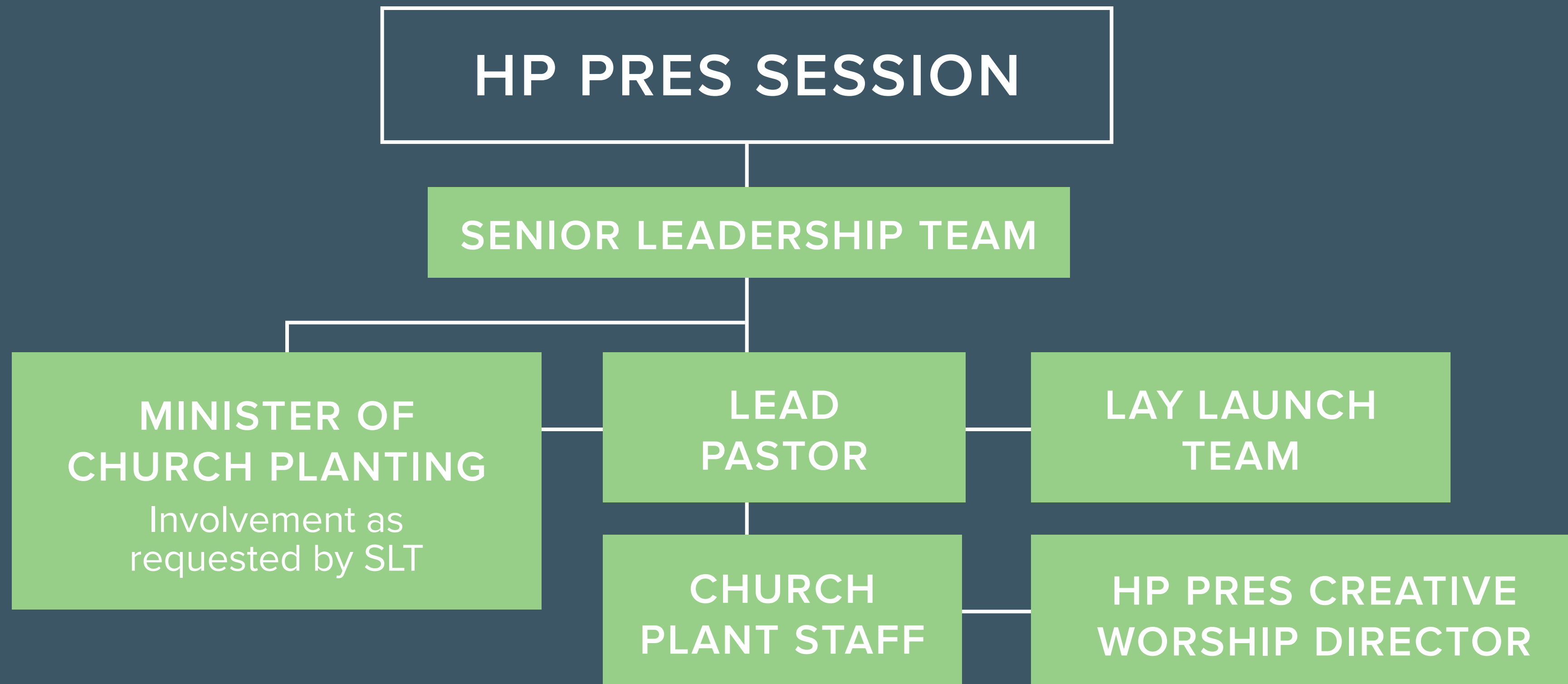
Chartered Church describes a congregation that is financially sustainable, self-governing, and has clear mission clarity to become a flourishing church.

## APPENDIX B

# PRE-LAUNCH ACCOUNTABLE RELATIONSHIPS



# POST-LAUNCH ACCOUNTABLE RELATIONSHIPS





## APPENDIX C

# METRICS FOR A CHURCH PLANT

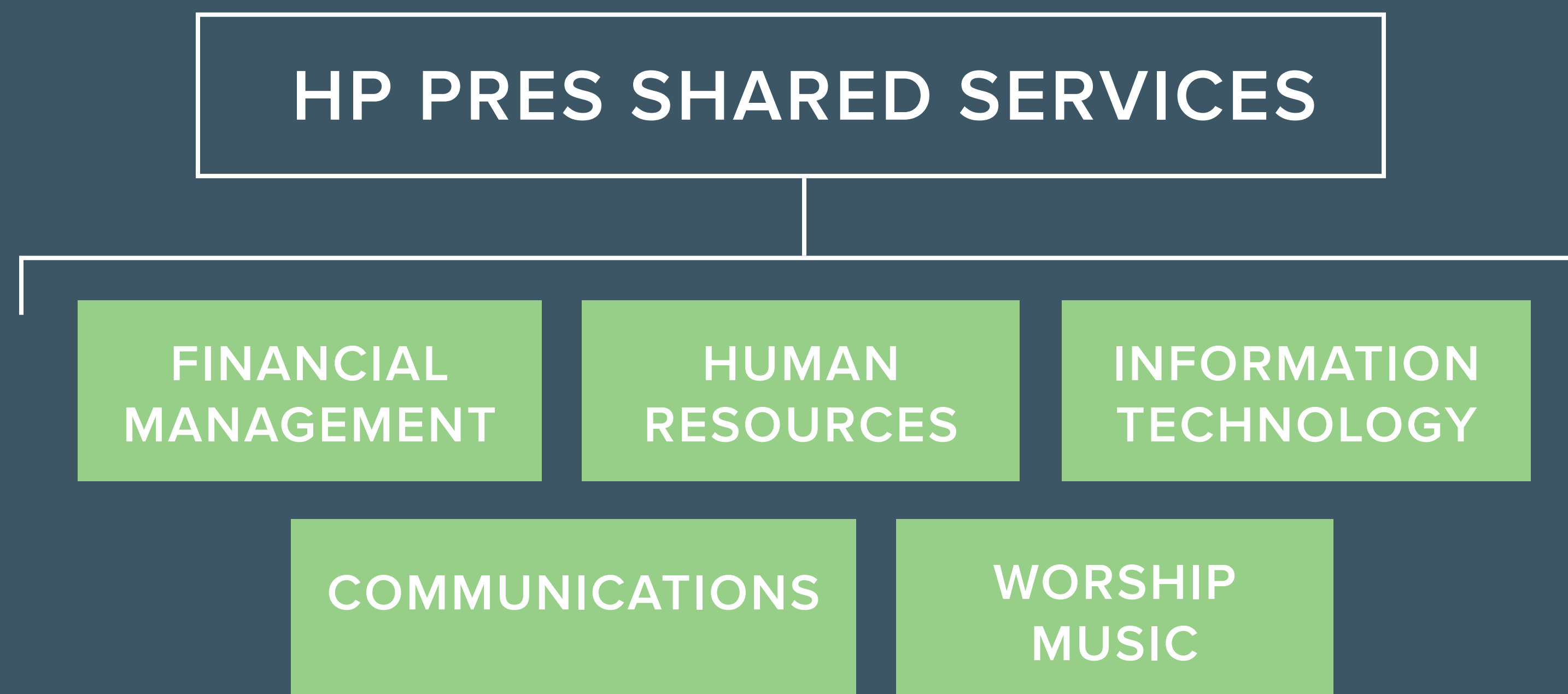
Benchmarks are a way to measure progress. Church planting, like spiritual growth, is an endeavor that is never completed, and so benchmarks provide the Lead Pastor and Session of HP Pres with a common direction and goals along the way. These agreed upon goals help leadership know if the church plant is on track to achieve its desired outcome in the time frame given.

We will establish and report on a at least a quarterly and annual basis the following metrics for each church in the family:

- Attendance
- Membership
- Adult baptisms and renewals (returning after being away for 5 or more years from any church)
- Financial budget performance
- Leadership development pipeline
- Mission impact with specific focus on local neighborhood

## APPENDIX D

# SHARED SERVICES



# SHARED SERVICES—REQUIRED OR OPTIONAL

|                  | FINANCIAL MANAGEMENT | HUMAN RESOURCES | INFORMATION TECHNOLOGY                                | COMMS*  | WORSHIP MUSIC   |
|------------------|----------------------|-----------------|---|---|---|
| PRE-LAUNCH       | REQUIRED             | REQUIRED        | CORE REQUIRED<br>PROJECT SPECIFIC FROM VETTED SOURCES | CORE REQUIRED<br>PROJECT SPECIFIC FROM VETTED SOURCES | REQUIRED  |
| CHURCH PLANT     | REQUIRED             | REQUIRED        | CORE REQUIRED<br>PROJECT SPECIFIC FROM VETTED SOURCES | OPTIONAL  | REQUIRED<br>WITH OPTION TO USE OTHERS WITH PROPER VETTING |
| CHARTERED CHURCH | OPTIONAL             | OPTIONAL        | OPTIONAL  | OPTIONAL  | OPTIONAL  |

## APPENDIX E

# SHARED SERVICES-FINANCE POLICIES

### RESTRICTED GIFTS

While Pre-Launch or Church Plant, each congregation will be subject to obtain approval of any restricted gifts by HP Pres using the established process.

### ANNUAL OPERATING AND CAPITAL BUDGETING

While Pre-Launch or Church Plant, each congregation will conform to the annual budgeting calendar/process for operating and capital budgets.

### EVENT REVENUE & EXPENSE ACCOUNTING

While Pre-Launch or Church Plant, each congregation will record event revenue and related expenses in an account that allows the net impact of the event to be reflected as a net revenue or expense on the income statement.

## **BUILDING CASH RESERVES IN THE PLANT**

Until the church plant has been able to build a suitable reserve as noted above, HP Pres will provide support for the uneven flow of giving revenue within the year. As the congregation nears becoming a Chartered Church, the presumption is that the church will have built an appropriate cash reserve in anticipation of becoming a separate 501c3 entity.

## **PAY-IT-FORWARD FUNDS**

Pay-It-Forward funds having the purpose of the church plant contributing to other church plants will be set aside from the positive Tier 3 Margin as a percentage thereof. Currently thinking is this would be at 5% of Revenue not to exceed the annual Tier 3 margin. Once a congregation becomes a Chartered Church, such a practice would be at the discretion of the local Session of that church.



# SHARED SERVICES FINANCIAL REPORTING

## MONTHLY FINANCIAL REPORTING PACKAGE FOR A CHURCH PLANT

- Income Statement (Budget to Actual)
- Capital Expenditures (Budget to Actual)
- Balance Sheet & Statement of Cash Flow

## ASSOCIATING DONATIONS WITH EACH CHURCH PLANT

Our objective is to direct giving based on the donor's intent, as such:

- Each member of a church plant as identified in our central member database will have their giving directed towards that church plant and recorded as giving revenue for that church plant.
- Giving received each week at each church plant without being identified to a specific member will be recorded as donations for that church plant.

- Each church plant will be setup as a DBA (Doing Business As) entity thus allowing donations to be made in the name of the plant.
- Each church plant will have a unique app allowing donors to give by text directly to the plant.
- Restricted gifts by the member of a specific church plant will be recorded as restricted gift income and tracked separate from that church plant's unrestricted income.
- Restricted gifts by HP Pres members to church planting will go to ONE church plant fund that assists HP Pres in sustaining its church plant underwriting commitments.
- Where clarity of the donor's intent can not be readily determined, the donor will be contacted to ensure their donation is directed appropriately.

# INCOME STATEMENT OF A CHURCH PLANT

## INCOME

|   |                     |
|---|---------------------|
| HP Pres Underwriting .....              | \$225,000           |
| Recurring Operating Fund Donations..... | \$130,000           |
| Net Event Revenue.....                  | \$0                 |
|   | \$355,000           |
|   | <b>Total Income</b> |

## EXPENSES

|              |                       |
|--------------|-----------------------|
| Tier 1.....  | \$230,000             |
| Tier 2 ..... | \$25,000              |
| Tier 3 ..... | \$100,000             |
|              | \$355,000             |
|              | <b>Total Expenses</b> |

|  |   |
|--|---|
| <b>TIER 1</b><br>Personnel, excl. Lead<br>Pastor, Occupancy<br>(Rent/lease, utilities,<br>repairs, etc., Marketing &<br>General/Admin expenses | <b>TIER 2</b><br>HP Pres Shared Services  |
|  | <b>TIER 3</b><br>Lead Pastor Compensation |

## EARNINGS

Any Annual Surplus will be retained as a reserve and maybe requested for capital expenditures.  
Restricted Giving by a church plant's members and associated expenses will be separately tracked.

**\$0**  
**Budgeted Earnings**

## APPENDIX G

# ECO'S POLICY ON THE USE OF DEACONS FOR COMMISSIONED LAY LEADERS

Elders and deacons can be deployed for greater ministry. Because “church” is the gathering of Jesus followers in a variety of contexts it is appropriate for the sacraments to be administered in these contexts. Elders and deacons who have been properly trained can be authorized to celebrate the sacraments in various settings. Therefore, not only can communion be celebrated in these various expressions of church but, if someone comes to faith through these expressions of church, they can be baptized by the officers who are charged with shepherding these congregations. (ECO Polity - 2.0502) Elders and deacons can also be commissioned by the presbytery to serve as the pastors of congregations and new churches for the mission and ministry of the presbytery. (2.0503)