



# GOVERNANCE POLICIES AND PROCEDURES MANUAL

Approved by the Session  
June 28, 2021

## TABLE OF CONTENTS

<b>SECTION 1</b>	<b>GOVERNANCE DOCUMENTS .....</b>	<b>1</b>
1.01	GOVERNANCE DOCUMENTS.....	1
<b>SECTION 2</b>	<b>GOVERNANCE PROCESS POLICIES.....</b>	<b>2</b>
2.01	INTRODUCTION.....	2
2.02	SESSION PURPOSE AND RESPONSIBILITIES.....	2
2.03	POLICY FRAMEWORK .....	3
2.04	PRINCIPLES OF GOVERNANCE.....	4
2.05	PRESERVATION OF INSTITUTIONAL MEMORY ON THE SESSION .....	5
2.06	ELDER – ROLE AND CONDUCT .....	5
2.07	FAMILY OF CHURCHES.....	6
2.08	COMMITTEES OF THE SESSION.....	8
2.09	ECO COORDINATOR .....	12
<b>SECTION 3</b>	<b>SESSION – SENIOR PASTOR LINKAGE POLICIES .....</b>	<b>13</b>
3.01	SENIOR PASTOR .....	13
3.02	OPERATING AUTHORITY AND ACCOUNTABILITY OF THE SENIOR PASTOR .....	13
3.03	DELEGATION TO THE SENIOR PASTOR .....	14
3.04	ANNUAL PERFORMANCE REVIEWS OF THE SENIOR PASTOR.....	14
3.05	OTHER MANAGEMENT ENTITIES .....	15
<b>SECTION 4</b>	<b>LIMITATIONS POLICIES – SENIOR PASTOR .....</b>	<b>16</b>
4.01	GLOBAL POLICY .....	16
4.02	FINANCIAL PLANNING, BUDGETING, TRANSACTIONS.....	16
4.03	FINANCIAL POLICIES, PROCEDURES AND CONTROLS .....	17
4.04	PERSONNEL.....	17
4.05	PROPERTY AND ASSET MANAGEMENT AND PROTECTION.....	17
4.06	CHURCH PLANTS.....	18
4.07	WORSHIP.....	18
<b>SECTION 5</b>	<b>FOUNDATIONAL EXPRESSIONS, ENDS AND CRITICAL GOALS.....</b>	<b>19</b>
5.01	FOUNDATIONAL EXPRESSIONS .....	19
5.02	ENDS AND CRITICAL GOALS.....	20
<b>SECTION 6</b>	<b>POLITY: MEMBERSHIP, SESSION, OFFICERS.....</b>	<b>22</b>
6.01	MEMBERSHIP.....	22
6.02	CATEGORIES OF MEMBERSHIP .....	23
6.03	MEETINGS OF THE CONGREGATION .....	24
6.04	MEETINGS OF THE SESSION .....	24
6.05	OFFICERS OF THE SESSION .....	24
6.06	DUTIES OF OFFICERS OF THE SESSION; EXECUTION OF DOCUMENTS.....	24
6.07	ORDINATION OF OFFICERS.....	25

HP PRES GOVERNANCE POLICIES AND PROCEDURES MANUAL

**SECTION 7 MISCELLANEOUS GOVERNANCE POLICIES AND PROCEDURES .....26**

7.01 ANNUAL ELECTION TO COMMITTEES AND LEADERSHIP ROLES ..... 26

7.02 OFFICE OF ELDER EMERITUS ..... 26

7.03 DURATION OF SESSION TASK FORCES..... 26

7.04 NOMINATING COMMITTEES ..... 27

7.05 AMENDMENTS..... 27

**APPENDIX A QUALIFICATIONS AND RESPONSIBILITIES OF ELDERS .....28**

**APPENDIX B QUALIFICATIONS AND RESPONSIBILITIES OF DEACONS .....30**

**APPENDIX C GENEROSITY GUIDE .....32**

**APPENDIX D COMPOSITION OF SESSION COMMITTEES .....34**

**APPENDIX E RULES FOR CONGREGATIONAL MEETINGS.....36**

**APPENDIX F RULES FOR SESSION MEETINGS .....38**

## Section 1 GOVERNANCE DOCUMENTS

### 1.01 Governance Documents

Jesus Christ is the King and Head of the Church. Christ exercises His authority in the Church by His Word and Spirit and through the ministry of believers.

The congregation, known as Highland Park Presbyterian Church, is a member congregation of ECO: A Covenant Order of Evangelical Presbyterians.

Highland Park Presbyterian Church is organized under the Texas Nonprofit Corporation Act (“Act”) as a nonprofit corporation. As allowed under the Act, the Session acts as the officers of the corporation and the members of the church are the members of the corporation.

The Session has adopted this Governance Policies and Procedures Manual to guide, inform, and govern all of the activities of the Session and the congregation of Highland Park Presbyterian Church. In addition to this Governance Policies and Procedures Manual, HP Pres is governed by the following documents, which may be obtained from the Senior Pastor on request:

- a) ECO Constitution – Essential Tenets, Polity, and Rules of Discipline
- b) ECO Membership Agreement – an agreement between ECO and HP Pres defining additional membership rights and responsibilities of HP Pres as an ECO church
- c) The “Manual of Operations for the ECO Presbytery of Texas” – contains policies and practices based on ECO Polity that are specific to the ECO churches in Texas
- d) The Certificate of Formation and Bylaws of Highland Park Presbyterian, Church, Inc. - the corporate organizational documents for HP Pres
- e) The “Management Policies and Procedures Manual of HP Pres” – contains the policies and procedures that govern the implementation of the ministries and other activities of HP Pres
- f) The “Personnel Manual of HP Pres” – governs the relationship between HP Pres and its staff

## Section 2 GOVERNANCE PROCESS POLICIES

### 2.01 Introduction

The Session sets all of the Policies, that is, the rules of governance for HP Pres. The Session governs with an emphasis on discerning God’s will and vision for who God wants HP Pres to be and what God wants HP Pres to do. The Session focuses on “who” – who is God calling HP Pres to be; on “what” – what is God calling HP Pres to do; and not on “how.” As a result of this discernment, the Session has adopted “Foundational Expressions” (Statement of Faith and Core Values – Section 5.1). Additionally, the Session discerns and adopts Ends and Critical Goals to express the most important and significant objectives, goals, and outcomes that God desires for HP Pres to accomplish to advance her Foundational Expressions (Section 5.2).

The Session maintains a clear distinction between the role of the Session in setting Policy, in establishing the Foundational Expressions and Vision on the one hand, and upon the roles of the Senior Pastor in implementation and management on the other.

The Session has the responsibility of “governance.” The word govern or governance derives from the Greek verb κυβερνάω [kubernáo], which means “to steer”. A reasonable purpose for governance in our church is to steer, so that our church “produces a worthwhile pattern of good results while avoiding an undesirable pattern of bad results.”

The Session has found it important to distinguish the purpose of governance from that of management in the design of this governance model. In using the words manage or management, is meant, “getting people together to accomplish desired goals and objectives according to a set of policies, while utilizing all available resources efficiently and effectively.”

Governance without management results in an organization that just sits there. Management without governance will go somewhere, but it is hard to tell where. Both are very poor stewards of people and resources.

Neither of these outcomes is acceptable to Jesus as he tells us in Luke 12:48: “From everyone who has been given much, much will be demanded; and from the one who has been entrusted with much, much more will be asked.” Simply put, the Session will, with prayerful discernment, seek to steer HP Pres in alignment with the faithful guidance of the Holy Spirit.

### 2.02 Session Purpose and Responsibilities

The purpose of the Session is to be the “governing” body of HP Pres. Elders currently serving on the Session are referred to as governing elders.

The Session has ultimate authority and responsibility for all aspects of the life and ministry of the congregation, as provided for in the “ECO Polity,” 1.0603. The Session chooses though to focus

its attention on policy and results. The Session, therefore, delegates to the Senior Pastor, as head of staff, the authority and the responsibility to achieve the goals set by the Session within the Session policy framework. The Senior Pastor is responsible for carrying out the day-to-day management and implementation of the ministries through the combined efforts of the HP Pres staff and various lay committees.

To fulfill this purpose, the Session will:

- Discern through prayer, study and discussion with one another the Ends and Critical Goals HP Pres will set out to achieve, and
- Monitor their execution by the Senior Pastor to ensure the Ends and Critical Goals are achieved while avoiding unacceptable actions and situations.
- Provide proper oversight to the operation of HP Pres.

## **2.03 Policy Framework**

The governance role of the Session is centered on four areas of Session Policy:

### ***Governance Process Policies (Section 2)***

These policies set forth the processes, the roles and the mechanisms to be used by the Session to provide governance and leadership.

### ***Session – Senior Pastor Linkage Policies (Section 3)***

These policies express how responsibility and authority are delegated between the Session and the Senior Pastor and how the Senior Pastor is held accountable. There is only one linkage policy between the Session and the Senior Pastor. The Senior Pastor takes direction only from the Session and the Session must speak to the Senior Pastor with One Voice.

### ***Limitation Policies (Section 4)***

These policies establish constraints on the executive authority of the Senior Pastor that define the prudence and ethics within which all decisions must take place. These policies clarify what the Senior Pastor MAY NOT DO in order to achieve mission and ministry goals. The objective is to provide to the Senior Pastor the flexibility, within limits, to use what they feel to be the best means to achieve their objectives.

### ***Ends and Critical Goals Policies (Section 5)***

The primary responsibility of the Session is to discern and adopt Ends and Critical Goals to express the most important and significant objectives, goals, outcomes that God desires for HP Pres to accomplish to advance her Foundational Expressions. The terms “Ends” and “Critical Goals” are synonymous but in general Ends are more fundamental and long-term objectives and Critical Goals are more short-term and intermediate goals that move in the direction of the Ends.

## 2.04 Principles of Governance

### ***On behalf of Jesus Christ***

Christ is our Lord, whose interests we are called to represent. The Session governing elders are elected by the congregation and the Session will weigh carefully the interests of the congregation. But the congregation's interests should never be allowed to take precedence over those of our Lord and Savior. The Session will regularly discuss and pray together about the life of our church, where it is strong and where it is weak, in order that the Session might direct its attention to spiritual leadership and determining God's direction for this church.

### ***One Voice***

The Session will speak as a body, not as individual governing elders. Statements by individual governing elders or by committees of the Session do not have the Session's authority. The Session will speak with one voice or not at all. In this way, others know clearly what the Session has said and what it has not said. During Session deliberations, governing elders will be encouraged to express their point of view. Discussions will be respectful with the intent of extracting value from each point of view. However, once the Session has voted all governing elders, even those who voted with the minority, will respect the decision of the Session. Session decisions can be changed by the Session, but never by individual governing elders or committees of the Session. Communication to our congregation, our staff and our community is greatly enhanced when we speak with one voice.

### ***Accessible, Available and Attentive***

The Session's ability to be credible and effective in its governance role depends upon each governing elder being accessible to the members of the congregation, available to the congregation through various venues on a regular basis and attentive through active listening to the hearts of the members. Listening to the congregation in multiple formats and communicating with transparency are invaluable as the session fulfills its role of spiritual leadership.

### ***Govern, Don't Manage***

The Session will steer HP Pres through a written set of governing policies inclusive of critical goals needed to achieve our mission. The Session will restrict itself, particularly as individual governing elders, from exercising any authority over staff, any function of staff or any department of staff. The Session will delegate management authority for execution to the Senior Pastor.

### ***Ultimately Accountable***

The Session is totally accountable to HP Pres and will prudently delegate authority to others including the Senior Pastor to ensure the efficient and effective execution of the mission and policies of HP Pres. Delegation does not remove the accountability of the Session to ensure that HP Pres achieves what it should and avoids unacceptable actions and situations.

## 2.05 Preservation of Institutional Memory on the Session

The staff of HP Pres rely on the past decisions and direction provided by the Session and they assume that the Session would remember the history of such decisions. However, because of the turnover of governing elders compared to a relatively stable staff work force, such institutional memory is at risk. Without intentional efforts to preserve the institutional memory of the Session, we risk raising questions that have already been answered, misunderstanding the context in which past decisions have been made or, worse yet, misstating past decisions. This also risks confusing the staff and, potentially, causing unnecessary work and research to help the Session re-discover its memory.

### *Mix of Elders on the Session*

The Session charges the Officer Nominating Committee (the “ONC”) each year to strive to have a minimum number of each new governing elder class be from those who have previously served as governing elders. This provides for an institutional memory reach that, we believe, will be very valuable to the Session as it fulfills its governance role.

## 2.06 Elder – Role and Conduct

### *Outline of Role*

The role of elder, called by God and chosen by the congregation, together with the pastors, is to provide spiritual leadership, governance and discipline for the church. An elder should be a person of faith, dedication, and sound judgment, demonstrating the Christian gospel within the church and the world.

As a member of the Session, a governing elder has governance oversight for the vision, strategic direction, Limitations, Ends, and Governance Policies of HP Pres.

As a spiritual shepherd, an elder should seek out ways to disciple and evangelize others through organic relationships and specific ministries. An elder is also responsible for protecting the peace, unity, and purity of the church and living out the vision, mission and cultural values of HP Pres in his or her personal life and ministry.

The qualifications and responsibilities of an elder are set forth in Appendix A of this Manual.

### *Standards of Conduct*

The Session commits itself and each elder to biblical standards of conduct. Accordingly:

1. Elders will be concerned for the well-being of the whole church above any particular interest or cause in the church.
2. Elders’ interaction with public, press or other entities must recognize the same limitations and inability of any Session member to speak for the Session except to repeat explicitly stated Session decisions or other authorized communications.

3. Elders will implement the biblical model of peacemaking, i.e., conflict resolution, both within Session and in conversation with church members.
4. Elders will respect the confidentiality appropriate to issues of a sensitive nature.
5. Elders will avoid conflicts of interest. A conflict of interest is a situation when a Session member is in a position to gain or lose personally, professionally, or financially from an action that is proposed to be taken by HP Pres.

### ***Conflicts of Interest***

An apparent conflict of interest arises when a Session member is involved in a particular matter involving specific outside parties (including individuals, corporate entities or charitable organizations) and the circumstances are such that a reasonable person with knowledge of the relevant facts would question the Session member's impartiality in the matter.

A financial interest is not necessarily a conflict of interest. Determination as to whether a conflict of interest exists will be made by the Session as a whole. Accordingly:

1. There must be no self-dealing, conducting of private business or personal services between any Session member and the organization, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information.
2. When the Session is to decide upon an issue about which a member has a conflict of interest, that member will excuse herself or himself without comment from not only the vote but also from the deliberation.
3. It is the responsibility of each member to report any potential conflict of interest regarding matters brought before Session to the moderator, the clerk or the moderator of the GCC. Examples include: financial or personal gain, advantage or gain of a family member, leadership or other significant involvement with a charitable organization.
4. Should a governing elder secure an offer of employment at HP Pres, he or she must first offer to resign from Session immediately after accepting it.

## **2.07 Family of Churches**

In addition to overseeing the congregation of HP Pres, the Session is responsible for the spiritual, corporate, fiduciary, and legal oversight of the churches included within the HP Pres family of churches. Though we refer to them as “churches,” in the eyes of the Session and the eyes of the State of Texas, until they become ECO chartered churches and separate 501c3 organizations, they remain under the oversight of Highland Park Presbyterian Church. Those who join these congregations are therefore both members of that congregation and of HP Pres.

### ***Strategy***

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.

Congregations may choose to not share in the HP Pres branding. Instead, 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 Gospel in its neighborhoods, schools, and workplaces.

### ***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 HP Pres family of churches. These shared beliefs are captured in the ECO Essential Tenets.

### ***Accountability***

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

It is the responsibility of the Senior Pastor 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 policies, risk management policies, child protection policy, personnel policy, 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 lay 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 rests with the HP Pres Senior Pastor, these Leadership Teams should be actively involved in the management of the church, and the Senior Pastor may seek their assistance as needed.

### ***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 sister churches to attend

the 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***

Highland Park Presbyterian 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 utilize these services in a declining manner, as they progress towards becoming a chartered ECO church.

### ***Financial Structure***

HP Pres provides a gradually declining amount of financial support to each congregation based upon 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 become its own 501c3 organization 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:

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

## **2.08 Committees of the Session**

Committees of the Session are subgroups largely made up of governing elders that help the Session to better carry out its governance work. These groups include the Governance Coordinating Committee, the Officer Nominating Committee, the Operations Committee, the Audit Committee and the Vision Committee. These groups do not make policy decisions on behalf of the Session nor do they seek to manage the ministries of the congregation or its staff. Rather, they provide essential information to the Session and help it to better fulfill its governance responsibility. Additionally, they exercise the specific authorities given to them in the Limitations Policies.

The composition of these committees can be found in Appendix D of this Manual.

***Governance Coordinating Committee (GCC)***

Assists the Session in carrying out its governance role by performing the following functions—the GCC is encouraged to consult with the Moderators of the Session Committees in performing these functions:

1. Helping identify and prioritize key policy issues for the Session to consider.
2. Developing the agenda for each meeting of the Session & planning annual Session retreat.
3. Managing each Session task force including recommending when a task force should be formed, its specific charge, expected duration and composition.
4. Ensuring the Session acts in a manner consistent with its rules and policies.
5. Ensuring the proper training and orientation of new governing elders.
6. Nominating governing elders to Session committees and leadership roles.
7. Nominating a Senior Pastor Evaluation Team each year that is composed of 3 governing elders. The team is charged with completing its evaluation and reporting to the Session at the August Session meeting. The Team should include one elder from the Operations Committee.
8. Periodically reviewing and assessing the governance model and policies and recommending changes to the Session for approval; appointing a task force to study any major changes.
9. Serving as a conduit of communication between the Session, the Senior Pastor, and the congregation.

***Officer Nominating Committee (ONC)***

Assists the Session by nominating covenant partners to the congregation for the church officer positions of governing elder and deacon:

1. The three governing elders and one deacon representative, who form the core of the ONC, nominate three to five additional covenant partners for a one-year term (who may not serve more than two consecutive years).
2. A congregational meeting should be called by the Session for the purpose of the congregation electing the three to five covenant partners nominated to the ONC by the three governing elders and deacon representative.
3. The criteria and expectations for offices of elder and deacon are set forth in Appendixes A and B of this Manual.
4. The ONC shall receive recommendations from the congregation and work to nominate a slate of six governing elders. The term for a governing elder shall be four years. Governing elders will be elected in classes of six each.

5. The ONC shall receive recommendations from the congregation and work to nominate a slate of deacons. Deacons are elected by the congregation to serve a four-year term. One year after the expiration of a four-year term, a reserve deacon may be re-nominated for another four-year term by the Session upon the recommendation of the ONC.
6. The ONC will strive to nominate ideally two elders who are not current governing elders, but with at least one and no more than three, in each new six person class. Upon completion of a term, a governing elder must remain off of the Session for a period of two years before being considered for another term of service. The ONC is also charged to strive to have governing elders who previously served as governing elders approximately 5 years prior, 10 years prior and 15 years prior to their current term of service.
7. Nominations for church officers, shall include men and women, giving fair consideration to persons of all ages, races and persons with disabilities who are members of the church.
8. Candidates for deacon and governing elder are nominated by the ONC and are elected by the congregation by a majority vote of the members present at a duly called and held meeting.
9. During the congregational meeting to elect officers, the congregation may not make nominations from the floor.
10. Should any provision of the church officer election process have deficiency, the GCC will work with the ONC to resolve the discrepancy.

### ***Operations Committee***

Assists the Session by ensuring that accurate and pertinent operations information is provided to the Session; and provides oversight of operations, as required by the executive limitations (Section 4), by, but not limited to the following:

### **Monthly Reporting Package**

1. Guiding the development and on-going effectiveness of a monthly reporting package for the Session that allows the Session to carry out its responsibilities to monitor and provide oversight to the operations of HP Pres and the operational activities of management. This includes the financial, personnel and facilities activities and operations.

### **Financial Planning, Budgeting, Transactions**

1. Consulting in the building of the annual budget.
2. Reviewing and assessing financial statements before they are released to the session monthly.
3. Reviewing proposed unscheduled budget expenditures, unbudgeted program initiatives and the use of reserves.

### **Personnel**

1. Reviewing compensation philosophies and staff salary ranges annually.
2. Reviewing employee benefits annually.
3. Evaluating the effectiveness of the annual performance review process.

### **Property and Asset Management and Protection**

1. Review and assess business insurance coverage levels, ensuring adequate protection of the assets of HP Pres annually.
2. Review the Property Condition Assessment and Capital Consideration Schedules every three years.

### ***Audit Committee***

Assists the Session in the oversight of the church's financial reporting, control, and audit functions by:

### **Financial Reporting**

1. Ensuring that HP Pres' internal accounting and financial reporting systems are adequate and working.
2. Engaging the external auditors to perform annual audits of HP Pres' financial statements.
3. Ensuring compliance with reporting requirements set forth in loan or other agreements to which HP Pres is a party.
4. Reviewing and assessing the financial statements before they are released to the public.
5. Reviewing and assessing the key financial statement issues and risks, their impact or potential effect on reporting financial information, the processes used by management to address such matters, related auditors' views, and the basis for audit conclusions.
6. Approving changes in important accounting principles and the application thereof in financial reports.
7. Advising financial management and the external auditors that they are expected to provide a timely analysis of significant, current financial reporting issues and practices.
8. Reviewing the external auditors' management letter and review management's response to the management letter.

### **Risks and Controls**

1. Reviewing and assessing the church's operating and financial risk management process, including the adequacy of the overall control environment and controls in selected areas representing significant risk.
2. Reviewing and assessing the church's system of internal controls for detecting accounting and financial reporting errors, fraud and irregularities, legal and tax code violations, and noncompliance with the church's code of conduct. In that regard, review the related findings and recommendations of the external auditors, together with management's responses.

### ***Vision Committee***

Assists the Session by performing the following functions:

1. Work with the Senior Pastor/SLT in discerning and recommending to the Session the Ends and Critical Goals of HP Pres. This includes recommendations regarding revisions to and/or the discontinuation of the Ends and Critical Goals approved by previous Sessions as well as the approval of new and/or additional Ends and Critical Goals.
2. Provide oversight, monitoring and accountability for the implementation of the Ends and Critical Goals under the direction of the Senior Pastor/SLT.
3. Ensure monthly reporting to the Session regarding the work of the Vision Committee and the implementation of the Ends and Critical Goals.
4. Assist the Session and SLT in communicating the Ends and Critical Goals, and progress towards achieving them, to the church at large.
5. Be available to serve as a resource to the Senior Pastor/SLT and staff regarding the staff's operational strategies to implement the Ends and Critical Goals.
6. Act as the formal Session forum for the initial discussion, research and prayer regarding general strategic insights and new "big ideas" which may or may not lead to the recommendation to the Session of new or revised Ends and Critical Goals or changes in strategic direction.

## **2.09 ECO Coordinator**

The ECO Coordinator is a governing elder, who helps the Session embrace its connection within our denomination, ECO: A Covenant Order of Evangelical Presbyterians. This elder assists the Session in connecting to our ECO denomination by:

1. Communicating to the Session on ECO activities and/or HP Pres' association with ECO sponsored ministries, events and/or actions
2. Recommending elder commissioners for Texas presbytery and/or ECO synod meetings
3. Encouraging partnership with other Presbyterian churches and/or ministries in ECO for outreach and missions
4. Encouraging HP Pres elders to serve on Texas presbytery and/or ECO synod committees
5. Assisting HP Pres staff members who are interested in pursuing ordained ministry in ECO

## Section 3      SESSION – SENIOR PASTOR LINKAGE POLICIES

### 3.01 Senior Pastor

#### *Overview of Role*

The Session delegates to the Senior Pastor as head of staff the responsibility and authority to implement and manage the achievement of the Ends and Critical Goals in a format and timeframe consistent with governing policies. The Senior Pastor functions as the Session's official connection to the operational organization of the church and the staff. The Session directly oversees and evaluates the performance of the Senior Pastor. Because of the size and scope of the mission and ministry of HP Pres, the Senior Pastor may choose to lead as the controlling authority within a Senior Leadership Team consisting of key members of staff.

The Senior Pastor, in addition to directing the congregation's worship and vision, will serve as a teacher and mentor to all ordained pastors and will be directly responsible for their spiritual and professional growth and development. This responsibility cannot be delegated to anyone else.

#### *Unity of Control*

Only decisions of the Session acting as a body are binding on the Senior Pastor. Decisions or instructions of individual Session members, officers, or committees are not binding on the Senior Pastor except in instances when the Session has specifically authorized such exercise of authority.

### 3.02 Operating Authority and Accountability of the Senior Pastor

#### *Operating Authority*

All implementation and related management activity by paid staff or lay ministry teams is subject to the authority of the Senior Pastor. Any lay member of the congregation including any elder when serving on a ministry team or committee, will serve under this leadership authority.

Using the Critical Goals provided by the Session, the Senior Pastor will develop an operational strategy that will allow them to assign specific goals to each pastor and department director for their respective area of responsibility.

#### *Accountability*

The Senior Pastor is the Session's link to staff operational achievement and conduct. The Senior Pastor retains all authority, responsibility, and accountability for staff operational achievement and conduct.

Accordingly, the Session will:

1. Give instructions with respect to operational achievement only to the Senior Pastor.
2. Review the Senior Pastor's performance with respect to organizational accomplishment of Session-stated Ends and Critical Goals as well as performance on all church department goals, results and responsibilities.
3. Not evaluate any staff other than the Senior Pastor.

### **3.03 Delegation to the Senior Pastor**

The Session will instruct the Senior Pastor through written policies that prescribe the Ends and Critical Goals to be achieved, describe situations and actions to be taken or avoided and allow the Senior Pastor to use any reasonable interpretation of these policies.

*Accordingly:*

1. The Session will develop policies instructing the Senior Pastor to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Ends policies.
2. The Session will develop policies that limit the latitude the Senior Pastor may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Limitations policies.
3. As long as the Senior Pastor uses reasonable interpretation of the Session's Ends and Limitations policies, the Senior Pastor is authorized to establish further policies, make decisions, take actions, establish practices and develop activities.

The Session may change its Ends and Executive Limitations policies if necessary, thereby shifting the boundary between Session and Senior Pastor domains. By doing so, the Session changes the latitude of choice given to the Senior Pastor.

### **3.04 Annual Performance Reviews of the Senior Pastor**

The annual reviews of the Senior Pastor's job performance will be based upon 1) organizational accomplishment of Session's stated Ends and Critical Goals, and 2) organizational operations with respect to all church department goals, results, and responsibilities (e.g. preaching, leadership, vision), including whether or not they were within the boundaries established in Session policies.

Unless otherwise amended by Session, the annual performance reviews of the Senior Pastor will occur before the close of the ministry year in August and pursuant to the delivery by the Senior Pastor to Session of a report in a mutually agreed upon format. The report will provide an

assessment of organizational achievement regarding Ends, Critical Goals, all church department goals, results, and responsibilities (e.g. preaching, leadership, vision). The process and procedure for the conduct and detailed timetable will be developed by the GCC with approval by the Session. The review will include the input of governing elders and various staff and congregation members as well.

### **3.05 Other Management Entities**

The Senior Pastor possesses through his operating authority the discretion to organize the management entities of our church as they best determine to be the most effective in achieving the Critical Goals set by the Session. In so doing, he is restricted by the Limitations Policies in Section 4.

## Section 4 LIMITATIONS POLICIES – SENIOR PASTOR

### 4.01 Global Policy

The Senior Pastor is responsible for managing the day to day activities of HP Pres. In doing so, the Senior Pastor is empowered to take whatever actions deemed prudent to achieve the Ends established by the Session other than those actions specifically prohibited in these Limitations Policies.

With respect to all Limitations, it is understood that the Session may grant approval for the Senior Pastor to exceed a Limitation and, therefore, **every Limitation is qualified by the phrase: “without approval by the Session,”** except where specified that approval has been delegated to the Operations Committee. Session approval must be given only at a duly called Session meeting.

The Senior Pastor shall not cause, authorize or knowingly allow any practice, activity, decision, or organizational circumstance that is inconsistent with the values of HP Pres as adopted by the Session, is imprudent or in violation of commonly accepted business and professional ethics, or is unlawful.

### 4.02 Financial Planning, Budgeting, Transactions

The Senior Pastor shall not allow:

1. Failure to provide an annual budget for the consideration of the Session at or prior to the June meeting of the Session
2. Failure to discuss of the following financial information with the Operations Committee during development of annual budget:
  - a. Appropriate levels of operating cash
  - b. Appropriate reserves for emergency working capital and replacement and maintenance of the facilities
  - c. Debt service requirements
  - d. Reasonable projections for giving
3. Failure to discuss the following personnel information with the Operations Committee during development of annual budget Recommended staffing levels for each department
  - a. Adjustments in compensation
  - b. Projected changes in the benefits costs
4. Failure to obtain three bids for the purchase of goods or services over \$50,000
5. The General Operations budget to being exceeded by 5% without the approval of the Operations Committee
6. Unbudgeted expenditures, unbudgeted program initiatives or use of reserves in amounts larger than \$50,000 without the approval of the Operations Committee
7. Financial indebtedness for HP Pres

8. Commitment to expenses in a future year without the approval of the Operations Committee
9. Untimely settlement of payroll and accounts payable

#### **4.03 Financial Policies, Procedures and Controls**

The Senior Pastor shall not allow:

1. Failure to maintain financial internal controls policy, including but not limited to
  - a. Segregation of duties
  - b. Proper authorization
  - c. Adequate documentation and records
  - d. Independent audits
2. Use of restricted funds or reserve funds for any purpose other than the designated purpose.
3. Any activity that would endanger the tax-exempt status of the church
4. HP Pres funds to be invested imprudently

#### **4.04 Personnel**

The Senior Pastor shall not allow:

1. Changes to the compensation and benefits of the Senior Pastor or Senior Leadership Team without approval from the Operations Committee
2. Promises or implication of permanent or guaranteed employment, or establish any employment relationships that are not “at will”
3. The Operations Committee to be uninformed about salary ranges, compensation philosophies and employee benefits and changes thereof

#### **4.05 Property and Asset Management and Protection**

The Senior Pastor shall not allow:

1. Failure to have a Property Condition Assessment and Capital Consideration Schedule prepared, reviewed or updated by a professional company every three years covering a rolling 20-year period.
2. Failure to obtain on behalf of HP Pres appropriate levels of insurance to protect the assets of HP Pres against theft and casualty loss and to cover potential liability risks for HP Pres, staff and officers.
3. Failure to maintain appropriate policies for risk management, safety and security
4. Failure to maintain policies to protect and respect intellectual property, information and records
5. Failure to address instances when the building, grounds or equipment suffer from improper wear and tear, insufficient maintenance, or environmental degradation

6. Lack of building security
7. Encumbering or disposal of real property on behalf of HP Pres

#### **4.06 Church Plants**

The Senior Pastor shall not allow:

1. Initiation of a new church plant that is intended to utilize church facilities
2. Alter the intent of a church plant where the original intent is to establish an independent church body separate from HP Pres

#### **4.07 Worship**

The Senior Pastor shall not initiate a new regular worship service or stop an existing regular worship service.

## Section 5 FOUNDATIONAL EXPRESSIONS, ENDS AND CRITICAL GOALS

### 5.01 Foundational Expressions

As stated in Section 2.01 of this Manual, the Session governs with an emphasis on discerning God's will and vision for who God wants our church to be and what God wants us to do. To this end, the Session has adopted the "Foundational Expressions" of HP Pres, which include our Statement of Faith and Core Values. These are our guiding principles, which do not change.

#### *Statement of Faith*

The Statement of Faith of Highland Park Presbyterian Church is:

"Truth matters: light or dark, life or death, right or wrong. We hold the following as truth:

- *God* – The one true living God is a God of love; God is sovereign, the Creator and Ruler of all.
- *Scripture* – Scripture is the Word of God, the first and final authority for faith and life.
- *The Trinity* – God is three-in-one: God the Father, the Son, and the Holy Spirit.
- *The Fall* – Because of human sin, all creation has fallen from its original state of perfection; as a result, human beings are subject to death, the consequences of rebellion, and the holy judgment of God.
- *Jesus Christ* – Jesus Christ is Lord, fully God and fully human, and the only way to eternal life.
- *The Cross* – Jesus Christ, the innocent Son of God, died in the place of fallen, rebellious humanity to satisfy the holy judgment of God and was raised bodily from the dead in the power of the Spirit.
- *Reconciliation with God* – By grace through faith in Christ alone, which comes as an unmerited gift from God, a person is reconciled with God, guided and comforted by the Holy Spirit, and assured of eternal life.
- *The Return of Christ* – When Jesus returns to earth, he will consummate his Kingdom and establish the new creation."

We believe this Statement of Faith is consistent and aligned with the "Essential Tenets and Confessional Standards of ECO." All officers of HP Pres are required to affirm and adhere to these Essential Tenets.

#### *Core Values*

The Statement of Faith is about the way HP Pres views primary reality. Core values are about the way the church views itself. Values are about ascribing relative worth to different ways of being and embodying the church and its mission.

HP Pres has been a vital church since 1926. You cannot “create” a culture for HP Pres or “invent” values for it. This culture and these values already exist. They express the cultural identity of HP Pres. At the heart of any church culture, what really inspires and motivates its

people are those things that the church ascribes the highest worth to. Values describe what a church really is, at its best, and what it aspires to sustain and develop further.

In pursuing her mission, HP Pres will always be devoted to the following values:

- *Biblical* – We commit ourselves to the prominence of God’s Word over our lives, our priorities and our vision.
- *Reformed* – We commit ourselves to a Reformed theological perspective; we commit ourselves to Presbyterian polity, the Reformed way of ordering church life that is grounded in this theology
- *Community* – We commit ourselves to being a conduit of God’s grace through acts of forgiveness, comfort, care, encouragement and hospitality.
- *Leadership* – We commit ourselves to being God’s instruments for influencing others toward Christ and the world toward the Kingdom of God; we commit ourselves to creating passionate, accountable, servant leaders of all ages.
- *Service* – We commit ourselves to make a positive, sacrificial impact on the world around us through obedient service both in our local and global communities.

## 5.02 Ends and Critical Goals

Additionally, the Session discerns and adopts Ends and Critical Goals to express the most important and significant objectives, goals, and outcomes that God desires for HP Pres to accomplish. In March 2017, the Session adopted the following End and Critical Goals:

### ***Why do we exist?***

To lead all generations to become transformed followers of Jesus for the flourishing of our city and beyond.

### ***How will we do this?***

By guiding people to take intentional steps toward Jesus along our Growth Pathway: Exploring Jesus >> Following Jesus >> Maturing in Jesus >> Surrendering to Jesus

### ***What goals will help us measure this?***

*Vision 100* – by our 100th anniversary, in 2026, these milestones will be reached:

- 100% of our covenant partners growing as followers of Jesus
- 10,000 new followers of Jesus here, near, and far
  - 1000 at HP Pres, 1000 through church plants, 8000 through global partners
- 10 new church plants
  - 5 in our family of churches; 5 strategic partner plants distinct from HP Pres

- 100 leaders raised from the next-generation for Christ-centered ministry
- 1,000,000 hours of prayer

## Section 6 POLITY: MEMBERSHIP, SESSION, OFFICERS

### 6.01 Membership

#### ***Baptism and Membership***

Through baptism an individual is joined to the Church universal, the body of Christ. Through the covenant of membership an individual is joined to the local congregation of HP Pres and is able to be fully involved in her mission to the local community and the world.

#### ***Openness to All***

The congregational fellowship shall be open to all. The congregation shall be gracious in providing pastoral care to all who consider themselves a part of the congregation, in the hope that these spiritual friends might become members of Christ's body. All who put their trust in Jesus Christ are welcomed to receive the Sacrament of Holy Communion.

#### ***Entry into Membership as Covenant Partners***

After completing a meaningful preparation process, those who wish to embrace HP Pres's covenantal expectations may become covenant partners (members) by action of the Session after hearing testimony of their faith in Jesus Christ as Lord and Savior. The Session delegates to the Senior Pastor the creation and management of this preparation process, the process for hearing the testimony of faith in Jesus Christ or each person participating in the process, and for deciding whether to recommend action by the Session to admit him or her as a covenant partner. For those not previously baptized, the Sacrament of Baptism is to be provided for these new members and offered to children under their care.

#### ***The Benefits of Covenantal Partnership***

Becoming a covenant partner (member) is important not only to the congregation of HP Pres but even more important for the covenant partner (member), as they are positioned to receive encouragement, support, and correction that the Lord promises to those who share spiritual fellowship. In committing to the cause of a life lived in and through Jesus Christ, members grow in Christian community together to become more like Jesus. The covenant partner (member) and the congregation of HP Pres are both blessed and become a great blessing as they covenant together, intentionally, in Christ's work.

#### ***Expectations of Covenantal Partnership (Membership)***

Each covenant partner (member) shall strive to be faithful to Christ by participating in the congregation's worship, fellowship, and mission on an ongoing basis. Faithfulness in Christ involves each covenant partner's dedication of time and talents for the congregation's mission and ministry, in accordance to the gifts that God has given them. Faithfulness also involves the stewardship of finances. As each covenant partner grows in the grace of giving, financial support

of the congregation's mission and ministry should grow, along with tangible support for other ministries that advance God's Kingdom.

### ***Leadership***

Those who are invited to take significant leadership roles in the congregation shall be spiritually mature, affirm the Essential Tenets of ECO, be carefully selected, be trained and/or mentored, and be supervised, and should ordinarily be members for at least a year. Covenant partners (members) of the congregation have differing abilities, varied spiritual gifts, and various levels of commitment. The Session shall strive to create an effective disciple-making, ministry-discernment process, and equip covenant partners to be missional Christians, being faithful to nurture covenant partners into spiritual maturity and significant ministry.

### ***Generosity Guide***

The Session adopted the Generosity Guide for covenant partners that is attached to this Manual as Appendix C.

## **6.02 Categories of Membership**

The membership of HP Pres includes baptized members and covenant partners.

### ***Baptized Member***

A baptized member is a person who has received the Sacrament of Baptism, but has not made a profession of faith in Jesus Christ as Lord and Savior.

### ***Covenant Partner***

A covenant partner is a person who has made a profession of faith in Christ, has been baptized, has been received into the membership of HP Pres, has voluntarily submitted to the government of this church, and participates in the church's worship and work. Covenant partners are eligible to vote in congregational meetings.

### ***Membership Vows***

After approval by the Session as provided in Section 6.01 (c) above, the final step to becoming a covenant partner is that a person must respond affirmatively to the following membership vows at a worship service of HP Pres:

1. Who is your Lord and Savior?
2. Do you trust in him as the Son of God, the forgiver of your sins, and do you receive and rest on Him alone for the salvation he offers?
3. Will you be a faithful "covenant partner" of this congregation, giving of yourself in every way and will you seek the fellowship of the church wherever you may be?

### ***Returning Covenant Partners***

When a former covenant partner of the church requests to once again become a covenant partner, they (and their spouse, whether or not a former covenant partner) are required to attend Starting Point and retake their vows in order to be returned to membership status.

## **6.03 Meetings of the Congregation**

For congregational meeting rules, see Appendix E of this Manual. Meetings of the congregation shall be governed by the latest edition of Robert's Rules of Order, Newly Revised.

## **6.04 Meetings of the Session**

For Session meeting rules, see Appendix F of this Manual.

## **6.05 Officers of the Session**

The officers of the Session shall be the Moderator, the Clerk, and the Assistant Clerks.

The Moderator is the Senior Pastor. Another pastor may substitute as Moderator at the discretion of the Senior Pastor.

## **6.06 Duties of Officers of the Session; Execution of Documents**

### ***Moderator***

The Moderator possesses the authority necessary for preserving order and for conducting efficiently the business of the body. They shall convene and adjourn the body in accordance with its own action.

### ***Clerk***

The Clerk of the Session shall record the transactions of the Session, keep its rolls of membership and attendance, preserve its records, and furnish extracts from them when required by ECO. The Clerk of Session shall serve as secretary for all meetings of the congregation. If the Clerk of Session is unable to serve, the Clerk shall appoint a secretary or the congregation or Session shall elect a secretary for that meeting. The secretary shall record the actions of the congregation in minutes of the meeting. The Clerk shall be responsible for counting votes and certifying the results of votes at Session and congregational meetings. The Clerk shall receive correspondence directed to the church, and, as appropriate, shall report the correspondence to the Session.

### ***Execution of Documents***

The individuals below are authorized and empowered, for and on behalf of the church to conduct routine business and sign routine documents. Additionally, the Clerk of the Session or the

Executive Director can sign certificates stating such authorization, along with a Secretary's Certificate.

- Clerk of the Session
- Senior Pastor
- Executive Pastor
- Executive Director

## **6.07 Ordination of Officers**

Governing elders and deacons are ordained and installed by the Session.

The Senior Pastor and Associate Pastors are ordained and installed by the presbytery of HP Pres.

Assistant Pastors are called by the Session and ordained but not installed by the presbytery of HP Pres.

The Session must ensure that all officers adhere to the Essential Tenets of ECO. Failure of officers to continue to adhere to these standards is grounds for the Session to remove an officer from service.

After demonstrating their readiness for service through an examination process, the candidates shall affirm their vows and be ordained by representatives of that ordaining body in a service of public worship. The vows are reflected in ECO Polity Guide, 2.0103.

## Section 7      Miscellaneous Governance Policies and Procedures

### 7.01    Annual Election to Committees and Leadership Roles

Elders may be appointed each year to the session committees and leadership roles mentioned in Sections 2.07-2.08 of this Manual. The Governance Coordinating Committee nominates new appointees in consultation with the current moderator of each respective committee. They are then elected by the Session at its September meeting (or the month after new officers are installed).

### 7.02    Office of Elder Emeritus

The congregation has elected to establish the office of Elder Emeritus under the following terms:

1. That the persons elected to such office be those who have exemplified the teachings of Christ in their personal life and who have rendered outstanding service to the Lord through Highland Park Presbyterian Church.
2. That such persons be elected for life. They shall have the privilege of the floor at Session meetings, but not the right to vote. They also shall be sent all general mailings sent to Session members.
3. That no person be eligible for election to this office until reaching the age of 70 years and has served a minimum of nine years as an active church officer (elder, deacon) with a minimum of six of these years as a governing elder of the Session of HP Pres.
4. That elections to this office be made not more often than once a year (but not necessarily every year).
5. That not more than one person be elected in any one year.
6. That not more than five persons serve as Elder Emeritus at any one time.
7. That the Session through its GCC serves as a Nominating Committee for the office of Elder Emeritus.

### 7.03    Duration of Session Task Forces

Any motion of the Session to commission an ad hoc committee or task force shall state a specific date for de-commissioning or sun-setting the committee or task force. In the absence of such a date, the ad hoc committee or task force shall be de-commissioned 60 days after it is commissioned. No ad hoc committee or task force has the authority to act on behalf of the Session.

## **7.04 Nominating Committees**

The members of any “nominating” committee appointed by the Session tasked with nominating persons for any position, committee or task force cannot be nominated by the “nominating” committee for such position, committee or task force unless a provision is specifically allowed for in the motion of the Session establishing the “nominating” committee.

## **7.05 Amendments**

This Governance Manual may be amended only upon the approval of a majority vote of the Session

## APPENDIX A QUALIFICATIONS AND RESPONSIBILITIES OF ELDERS

HP Pres' elders are nominated by the congregation and undergo a robust screening and evaluation process by the Officer Nominating Committee before being elected by a congregational vote. "Elders are given authority and responsibility, along with pastors, to oversee the spiritual health of the congregation...governing and guiding its mission for Christ in the world" (ECO Polity 1.0603 & 2.02).

### *Elder Qualifications*

- **Active Covenant Partner** of HP Pres for three years or more including a demonstrated commitment to worship, community, mission and financial support (Acts 2:42)
- **A mature and growing relationship with Jesus Christ** (1 Pet. 5:1-3, 1 Tim. 4:16, 2 Pet. 1:3-11)
- **Highly regarded** by those inside & outside of the church for the **character** traits described in 1 Tim. 3:1-7 and Tit. 1:5-9, including:
  - An "above reproach" lifestyle free from patterns of sin
  - Sound judgment including tempered emotions and the ability to keep confidence
  - Ability to listen well to others and to submit preferences to the good of the whole
  - Devotion to spouse (if married) with a healthy family life
- **Familiarity with and commitment to God's Word** and the ECO Essential Tenets (2 Tim. 2:2)
- **Ability to communicate Biblical teaching** in a winsome & non-argumentative way (Tit. 1:9)
- **Ability to engage in strategic thinking**, visioning, and anticipatory leadership (Rom. 12:8)
- **Faith and devotion to intercede** for the church in prayer (James 5:14, Acts 6:2-4)
- **A sense of calling** based on both personal desire to serve and the affirmation of others

### *Elder Responsibilities*

- **Shepherding Responsibility (Vine Work)**  
As the spiritual shepherds of the church, elders disciple and evangelize others through organic relationships and specific ministries, such as:
  - Leading a small group or teaching a class
  - Discipling new believers or future leaders
  - Extending hospitality to neighbors and seekers
- **Governance Responsibility (Trellis Work)**  
When gathered monthly as a Session, elders govern the church through:
  - Strategic Planning & Visioning
  - Determining and Monitoring Annual Goals and Policies

- Providing General Oversight, including Annual Budget Approval Additionally, many elders will serve on select Session committees or work teams.

***Time Commitment***

- Elders are elected for a four year term of service
- New elder training for 8 weeks (approx. 2 hrs per training)
- Time to spiritually shepherd church members and seekers in the ways listed above
- Session meeting on the 4th Monday evening of the month (approx. 2 hrs)
- Session retreat over one weekend per year (typically in January)
- Committee and Session work teams typically require additional monthly hours
- Regularly administer the Sacrament of the Lord's Supper

## APPENDIX B QUALIFICATIONS AND RESPONSIBILITIES OF DEACONS

HP Pres' deacons are nominated by the congregation and undergo a robust screening and evaluation process by the Officer Nominating Committee before being elected by a congregational vote. Under the oversight of the Session, "Deacons lead ministries that nurture fellowship and caregiving within and beyond the congregation" (ECO Polity 2.03). Deacons "serve the people, urge concern, and direct the people's help to those in need." (2.0103).

### *Deacon Qualifications*

- **Active Covenant Partner** of HP Pres for three years or more including a demonstrated commitment to worship, community, service and financial support (Acts 2:42)
- **A mature and growing relationship with Jesus** Christ (2 Pet. 1:3-11)
- Worthy of respect for the character traits described in 1 Tim. 3:8-10 including:
  - An "above reproach" lifestyle free from patterns of sin
  - Sincerity and integrity
  - Devotion to spouse (if married) with a healthy family life
- **Commitment to God's Word** and the ECO Essential Tenets (1 Tim. 3:9)
- **A servant's heart** that is eager to help meet the tangible needs of others (Acts 6:3)
- **Proven gifts of "helping"** (1 Cor. 12:28) and **"mercy"** (Rom. 12:8)

### *Deacon Responsibilities*

The Vision Statement of HP Pres deacons is "to build Christian Community in the name of Jesus Christ through ministries of **care, prayer and connection.**"

In order to show Christ's **care** and compassion, each deacon is expected to:

- **Join and be actively involved in a Service Team Ministry** (e.g. Rehab Visitation, New Infants Team, Memorial Service Team, etc.) based on individual calling and gifts

In response to Christ's promises regarding **prayer** each deacon is expected to:

- Intercede regularly for individuals within our congregation
- Notify or confirm with the church's Congregational Care office when special needs become known; and share prayer concerns, as requested and appropriate

In the ministry of **connection** each deacon is expected to:

- Connect members of the congregation to each other and to the resources of the church in times of need

***Time Commitment***

- Deacons are elected for a four year term of service
- New deacon training
- Time to serve in the ways listed above
- Attend quarterly deacon dinners and the annual day-long deacon retreat
- Regularly administer the Sacrament of the Lord's Supper

## APPENDIX C GENEROSITY GUIDE

*“Command those who are rich in this present world not to be arrogant nor to put their hope in wealth, which is so uncertain, but to put their hope in God, who richly provides us with everything for our enjoyment. Command them to do good, to be rich in good deeds, and to be generous and willing to share. In this way they will lay up treasure for themselves as a firm foundation for the coming age, so that they may take hold of the life that is truly life.” 1 Timothy 6:17-19*

### ***moving toward: TRANSFORMATION***

#### **God is the first and most generous giver.**

*“For God so loved the world that He gave His one and only Son, that whoever believes in Him shall not perish but have eternal life.” John 3:16*

#### **We are most like God when we give.**

*“Your attitude should be the same as that of Christ Jesus: who, being in very nature God, did not consider equality with God something to be grasped, but made Himself nothing, taking the very nature of a servant.” Philippians 2:5-7*

### ***moving toward: FREEDOM***

#### **Generosity leads us to greater dependence on God.**

*“No servant can serve two masters. Either he will hate the one and love the other, or he will be devoted to the one and despise the other. You cannot serve both God and money.” Luke 16:13*

### ***moving toward: TRUST***

#### **Generous givers experience a life full of joy.**

*“We want you to know about the grace that God has given the Macedonian churches. Out of the most severe trial, their overflowing joy and their extreme poverty welled up in rich generosity.” 2 Corinthians 8:1-2*

### ***moving toward: LIFE***

#### **Everyone can excel in the grace of giving.**

*“But just as you excel in everything – in faith, in speech, in knowledge, in complete earnestness and in your love for us – see that you also excel in this grace of giving.” 2 Corinthians 8:7*

#### **Giving accomplishes great things when done in love.**

*“If I give all I possess to the poor but have not love, I gain nothing.” 1 Corinthians 13:3*

### ***Generosity Guidance***

Scripture teaches that God owns everything and that His people are stewards, managers of His resources, expected to utilize these resources in accordance with the character and purposes of the owner – God.

In the Old Testament, Israel, as God's chosen people, were commanded to give first fruits (in effect, a percentage of income) to God, and this offering was used to support the priests and Levites, the sacrificial system, the tabernacle and then the temple, that is, the "church."

A tithe of 10% of income was taught as part of the Old Testament law.

The ceremonial law and judicial law of the Old Testament was superseded and fulfilled by Christ, by the New Covenant in Christ, but the moral law was upheld and deepened as rules for living a faithful and fruitful life. The New Covenant increases the demands of the moral law by emphasizing that love for God and others is the measure and substance of the law. Mere legalism is not enough. Mere dutiful behavior is not enough. True obedience to the law is to be motivated by love and gratitude for God.

The 10% tithe may be considered by some as a judicial or ceremonial law that has been superseded. It is considered by others to be part of the moral law that was upheld and deepened by Jesus.

The teaching of Jesus appears to be closer to the principle that we should give everything to God except what is needed for supporting ourselves and our family than to a principle that we are to give "only" 10% of income.

Our reading of Scripture leads us to the conclusion that the whole counsel of Scripture – the Old Testament in light of the New and the New Testament in light of the Old – supports and calls each of us, as members of HP Pres, to be on a journey of generosity.

### ***Resources***

- God and Your Stuff, Wesley K. - Wilmer
- Money, Possessions, and Eternity - Randy Alcorn
- Radical Discipleship - John Stott
- God so Loved He Gave: Entering the Movement of Divine Generosity - Kelly Kopic

## APPENDIX D COMPOSITION OF SESSION COMMITTEES

### ***Governance Coordinating Committee (GCC)***

1. The GCC will be comprised of three governing elders and the Senior Pastor; another member of staff may serve in an ex officio capacity
2. At the June Session meeting each year, the GCC will nominate a governing elder from the first-year class to begin a three-year term on the GCC on the first day of his or her second year of office as a governing elder.
3. In the first year of GCC service, a governing elder will also serve as one of the Assistant Clerks of the Session; In the second year of GCC service, the elder will also serve as Vice-Moderator of the GCC; in the third year of GCC service, the governing elder will serve as the Clerk of the Session and as the Moderator of the GCC.
4. Governing elders considered for serving on GCC should have demonstrated strong leadership skills, exposure to multiple areas of HP Pres's ministry, a willingness to listen and consider different points of view, and an ability to bring groups to a consensus on a timely basis.

### ***Officer Nominating Committee (ONC)***

1. The ONC will be comprised of three governing elders, one deacon representative, and three to five covenant partners.
2. At the September Session meeting each year, the GCC in consultation with the outgoing ONC moderator, will nominate a governing elder from the first year class to begin a three-year term on the ONC on the first day of his or her second year of office as a governing elder; in the second year of ONC service, the elder will also serve as the Vice-Moderator of the ONC; and in the third year of ONC service, the elder will serve as the Moderator of the ONC.
3. The Moderator and Vice Moderator of the ONC cannot serve as moderator of any major ministry teams, while they are serving on the ONC.
4. The deacon representative shall be the moderator of the deacons, or his or her designee.
5. The three governing elders and one deacon representative nominate three to five additional covenant partners for a one-year term (who may not serve more than two consecutive years) to be elected to the ONC by the congregation through a congregational meeting.

### ***Operations Committee***

1. The operations committee will be moderated by a governing elder.
2. The Executive Director will be the main staff liaison to the Operations Committee, but other staff leaders may attend committee meetings as appropriate.
3. The operations committee will be comprised of at least 51% governing elders along with other elders or covenant partners with needed expertise.

4. Those serving on the operations committee will possess relevant expertise as it relates to the management of operations: finance, HR, asset management and protection or other administrative and operational skills and knowledge.
5. The size of the operations committee should be no less than 4 and no more than 8.
6. The moderator of the operations committee serves a 2-year term. In June of the moderator's final year, the GCC, in consultation with the outgoing moderator, will nominate the next term's moderator for Session approval.

#### ***Audit Committee***

1. The audit committee should have three members, one of whom is a governing elder. All members should have strong financial backgrounds.
2. The committee should include at least one Certified Public Accountant.

#### ***Vision Committee***

1. The Vision Committee will be moderated by a governing elder.
2. The Senior Pastor and/or the Executive Pastor will be the main staff liaison to the Vision Committee, but other staff leaders may attend committee meetings as appropriate.
3. The Vision Committee will be comprised of at least 50% governing elders along with other elders with needed expertise.
4. The size of the Vision Committee should be no less than 4 and no more than 8.
5. The moderator of the Vision Committee serves a 2-year term. In June of the moderator's final year, the GCC, in consultation with the outgoing moderator, will nominate the next term's moderator for Session approval.

## APPENDIX E RULES FOR CONGREGATIONAL MEETINGS

### ***Quorum***

The congregation shall hold an annual meeting and special meetings, as needed, with a quorum of five percent (5%) of the covenant partners. Only those covenant partners present may vote in a congregational meeting. No voting by proxy or absentee voting shall be allowed at annual or special meetings.

### ***Calling Meetings***

Meetings of the congregation may be called by the Session, by the presbytery, or by the Session when requested in writing by one-fourth of the covenant partners. Adequate notice of the meeting must be given. This standard of adequacy shall be deemed met if notice is given in worship a minimum of two Sundays prior to the date of the meeting, as well as through HP Pres's other avenues of communication also beginning a minimum of two Sundays prior to the date of the meeting.

### ***Business Conducted at a Congregational Meeting***

The following business items may only be conducted at a congregational meeting:

1. Electing governing elders, deacons
2. Calling a pastor/head of staff, associate pastor, or to request the dissolution of such calls
3. Buying, mortgaging, transferring, or selling real property
4. Requesting that presbytery dismiss the congregation to another presbytery of ECO, or requesting that the presbytery dismiss the congregation to another
5. Reformed body. (Either requires a vote of at least two-thirds of the covenant partners (members) present for approval at a duly called meeting at which a quorum is present)
6. Approving any amendments to the congregation's articles of incorporation, bylaws or other corporate governing documents and dissolution, merger and any other corporate action requiring voting member approval
7. Any matters pertaining to rights guaranteed by the Constitutions and laws of the State of Texas and the United States

Whenever permitted by law, both ecclesiastical and corporate business may be conducted at the same congregational meeting.

### ***Moderator***

The Senior Pastor shall ordinarily moderate all meetings of the congregation. The Senior Pastor may ask another pastor or governing elder to preside with the Session's approval.

***Secretary and Minutes***

The Clerk of Session shall ordinarily serve as secretary for all meetings of the congregation. If it is impractical, the congregation shall elect a secretary for that meeting. The Session shall review and approve the final form of the minutes.

## APPENDIX F RULES FOR SESSION MEETINGS

### (a) Meetings of the Session; Quorum and Notice Requirements

- i. **Moderator:** The Senior Pastor shall ordinarily moderate Session meetings. The Senior Pastor may ask another pastor or a governing elder to preside, with the Session's approval. Meetings of the Session shall be governed by the latest edition of Robert's Rules of Order. Minutes of the meetings and actions of the Session shall be maintained and shall be available to any covenant partner (member) of the congregation or at the request of the presbytery.
- ii. **Stated (Regular) Meetings:** Ordinarily, the Session shall gather in a stated (regular) meeting on the fourth Monday night of each month. No prior notices are required for these stated meetings. Stated Regular meetings of the Session may be held virtually if necessary.
- iii. **Called (Special) Meetings:** The moderator shall call a special meeting when he or she deems necessary or when requested in writing by any two members of the Session. The business to be transacted at special meetings shall be limited to items specifically listed in the call for the meeting. There shall be reasonable notice given of all special meetings. The Session shall also meet when directed by presbytery. Called Special meetings of the Session may be held virtually if necessary.
- iv. **Quorum and Notice Requirements:** A quorum of the Session for a Stated (Regular) or Called (Special) meetings, except for a meeting to receive new members, shall be the Senior Pastor or, a Moderator designated by the Senior Pastor, plus at least one third of the governing elders. No prior notice is required for a Stated (Regular) Session meeting. Reasonable prior notice of a Called (Special) meeting of the Session is required, which may include e-mail notice given no later than 5 p.m. two days prior to the meeting.

### (b) "Second Reading" Rule

- i. The Session will not vote on a motion at the first Session meeting at which the motion is brought unless the motion is included in the Session Agenda Packet. This requirement can be waived as provided in Section ii below and does not apply to the motions described in Section iii below.
- ii. The Session may waive the requirements in section (b)(i) above by a vote of two-thirds of the governing elders present at the meeting at which a motion is brought. Out of courtesy to the Session, a special motion to waive this requirement should be made after the presenting motion has been brought, but before it is seconded or discussed. Nevertheless, any governing elder, including the Moderator, and the Executive Director can require this two-thirds vote at any time up to the time a vote is taken on the presenting motion by calling for such vote after being recognized by the Moderator. If a

vote is taken on the presenting motion, however, it cannot be challenged after the vote on the basis that it was raised in violation of this policy.

- iii. The requirements in section (b)(i) above do not bar motions to amend or any special motions or substitute motions that are made in response to a motion that is already properly being considered by the Session.

**(c) E-mail Vote Policy**

The Session may hold e-mail votes on any administrative or non-controversial matter except those required by this Manual or the Polity of ECO to be held at a regular or special meeting. An e-mail vote will be administered only by the Moderator or Clerk of Session at their discretion. Only one motion can be contained in an e-mail vote. The governing elders must be given 48 hours (not including weekend days) to respond. If more than one-third of the Session object in writing or by e-mail to the person sending the notice during the 48-hour voting period, or one-half or more of the governing elders do not vote, then an e-mail vote will not be valid. If more than one-third do not object timely, and more than one-half of the governing elders vote timely, then the motion will pass or fail based on the majority of the votes of the governing elders responding timely and may not be challenged later as a motion that should not be handled by an e-mail vote. A governing elder may object to the use of an e-mail vote and at the same time vote for or against the motion. The Session may utilize an e-mail vote for additional matters that are not administrative or are controversial, however, the vote to be valid must be unanimous and be supported by all members eligible to vote.