Highland Park
PRESBYTERIAN CHURCH

MANAGEMENT POLICIES AND PROCEDURES MANUAL

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Section 1 The "Authority" and "Organizational" Structure of HPPC

1.1 Governance and Management – A Common Terminology

This Manual uses the terminology of "**Governance**," "**Management**," "**Support**," and "**Ministry**" to distinguish between each of these important functions.

(a) "Governance"

The Session provides "Governance"—setting purpose/mission, vision, policy, theology, values, strategic initiatives and goals for the Ministry of the church and providing oversight of the Senior Leadership Team, which in turn provides strategic and management leadership in overseeing Management, Support, and Ministry activities.

(b) "Management"

The Senior Leadership Team provides "Management" which means leading and overseeing all staff and directing the utilization of the resources of the church to accomplish the initiatives and goals set by Governance.

(c) "Support"

The term "Support" means those Ministry activities that provide administrative, financial, communication, facilities, and human resources service and resources to all other Ministry areas of the church.

(d) "Ministry," "Ministry Matrix" and "Ministry Leadership"

The term "Ministry" means being involved in implementation; it means the actual "doing" of the activities that Managements oversees. "Ministry Matrix" refers collectively to the Committees and Leadership Teams set up by the Senior Leadership Team and their ministry activities. In general, the Committees and Leadership Teams provide ministry leadership under the guidance of the Senior Leadership Team and the "Ministry Teams" actually work with other volunteers to "do" the ministry.

(e) "Committee," "Ministry Leadership Team," and "Ministry Team"

HP Pres has only one Council – the Management Council. The Management Council advises the Senior Leadership Team in its management of the church and exercises the authority given in this *Manual* and the *Governance Manual* to approve or disapprove specified management decisions. A "Committee" is primarily a coordinating, equipping, encouraging body under the direction of a Staff Leader that advises and assists the Staff Leader of a Ministry area. A "Ministry Team" is a group actively engaged in specific ministry activity. The goal is to never have more than three layers of governance, management, or leadership, with the Senior Leadership Team being the top layer. Any group under a Committee should in most cases be a Ministry Team actively engaged in ministry.

1.2 Governance Documents

Jesus Christ is the King and Head of the Church. He 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 Presbyterian.

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. A Board of Trustees acts as a governing body in relation to real property and limited other matters and has delegated all other authority to the Session.

In addition to this *Management Policies and Procedures Manual,* Highland Park Pres, is governed by the following documents, which may be obtained from the Senior Leadership Team on request:

(a) "ECO Polity and Discipline" – the ECO constitution
(b) "ECO Essential Tenets and Confessional Standards" – also a part of the ECO constitution
(c) ECO Membership Agreement – an agreement between ECO and HP Pres defining additional membership rights and responsibilities of HP Pres as an ECO church
(d) The Articles of Incorporation and Bylaws of Highland Park Presbyterian, Church, Inc. – the corporate organizational documents for HPPC
(e) The "Governance Policies and Procedure Manual of Highland Park Presbyterian Church" – contains the policies and procedures of HP Pres in connection with membership in and governance of the church, including the election of officers and the leadership of the church by the Session
(f) The "Vision Manual of Highland Park Presbyterian Church" – contains the Foundational Expressions of HP Pres, her Mission, Values, and Statement of Faith, as well as the Primary Ends, Critical Goals, and Transformation Pathway of HP Pres
(g) The "Personnel Manual of Highland Park Presbyterian Church" – governs the relationship between HP Pres and its staff

1.3 The Session Governs – Sets Ends, Critical, Goals and Policies for the Senior Leadership Team

As described in the *Governance Policies and Procedures Manual,* HPPC is governed by the Session. The Session governs:

(a) By adopting governance policies

(b) By setting Ends and Critical Goals directed toward accomplishing the mission of the church and empowering the Senior Leadership Team to provide servant leadership to staff and to lay committees to move toward accomplishing these Ends and Critical Goals

(c) By adopting the Foundational Expression of HP Pres and Limitations Policies that respectively guide and limit the authority and power of the Senior Leadership Team

(d) By holding the Senior Leadership Team accountable for adhering to the Foundational Expressions and Limitations Policies

(e) By requiring the Senior Leadership Team to establish measurable benchmarks of success for advancing toward the Ends and Critical Goals and holding the Senior Leadership Team accountable for accomplishing these benchmarks.

1.4 Senior Leadership Team Empowered to Direct Staff and Create and Manage Committees

As described in Section 1.3, the Session looks to the Senior Leadership Team for accomplishing the Ends and Critical Goals set by the Session. The Senior Leadership Team is charged with moving the church toward fulfilling the Ends and Critical Goals. To this end, the Senior Leadership Team is empowered by the Session to engage and manage staff and to create and manage church committees.

This cascading of authority, direction, and management from the Session to the Senior Leadership Team, and then from the Senior Leadership Team to staff and committees of the church begins with the Session, not the Senior Pastor. This delegation of authority affirms and does not diminish the Presbyterian ethos of lay leadership or the priesthood of all believers. The Session is comprised of 24 elders elected by the congregation from among the congregation, together with pastors who are also elected by the congregation or called by the Session. Committed to Presbyterian polity, HP Pres is governed by the Session.

The authority given to the Senior Leadership Team ("SLT"), comprised of the Senior Pastor, the Executive Director, and the Executive Pastor and given by the SLT to staff, does not mean that HP Pres is "staff-led" because the Senior Leadership Team is first and last accountable to and under the authority of the Session.

Similarly, the giving of authority by the SLT to staff as "Staff Leaders" to lead and direct the committees and ministry teams of the church in their ministry areas does not mean that the ministry of the church is to be done by staff. Life Stage and Program staff are held accountable by the SLT for the performance of the activities assigned to them, but they are also held accountable for the degree to which the ministry activities in each ministry area are fulfilled by laity. Except for the specific functions and authority of leadership given to staff, and except for the specific tasks that they elect to perform in the ministry area, all ministry of the church is to be largely done by the laity.

1.5 The Organizational Structure of HPPC

(a) Introduction

The most significant *governance* group within the church is the Session.

The most significant *management* group within the church is the Senior Leadership Team.

Ultimate authority over and responsibility for all activities of the church, except those reserved to the Senior Pastor by the *ECO Polity*, reside in the Session. The Session has delegated several important functions, but not its authority, to the Senior Leadership Team.

Three Committees/Teams, which primarily perform a *governance* function, report directly to the Session.

Several other Committees and Teams are charged by the Senior Leadership Team with assisting Staff Leaders appointed by the SLT in the implementation of all of the major *Ministry* areas of the church including the *Support* activities functions of the church. These Committees, in effect, report to the Senior Leadership Team directly or through their Staff Leader.

The Management Council advises the Senior Leadership Team in the management of the church and exercises the authority given it by this *Manual* and the *Governance Manual* to approve or disapprove certain, specified management decisions.

(b) Committees, Teams, and the Management Council

(1) Governance Committees of the Session

The three governance committees and teams which report directly to the Session are:

(i) Governance Coordinating Committee
(ii) ECO Coordinating Committee
(iii) Session Communications Team

(2) Committees and Teams established by the Senior Leadership Team

The Senior Leadership Team has established and oversees the following Committees and Teams:

(i) Administration and Finance
(ii) All Nations
(iii) Facilities
(iv) Highland Kids
(v) Highland Students
(vi) Human Resources
(vii) Mission
(viii) Stewardship
(ix) Worship

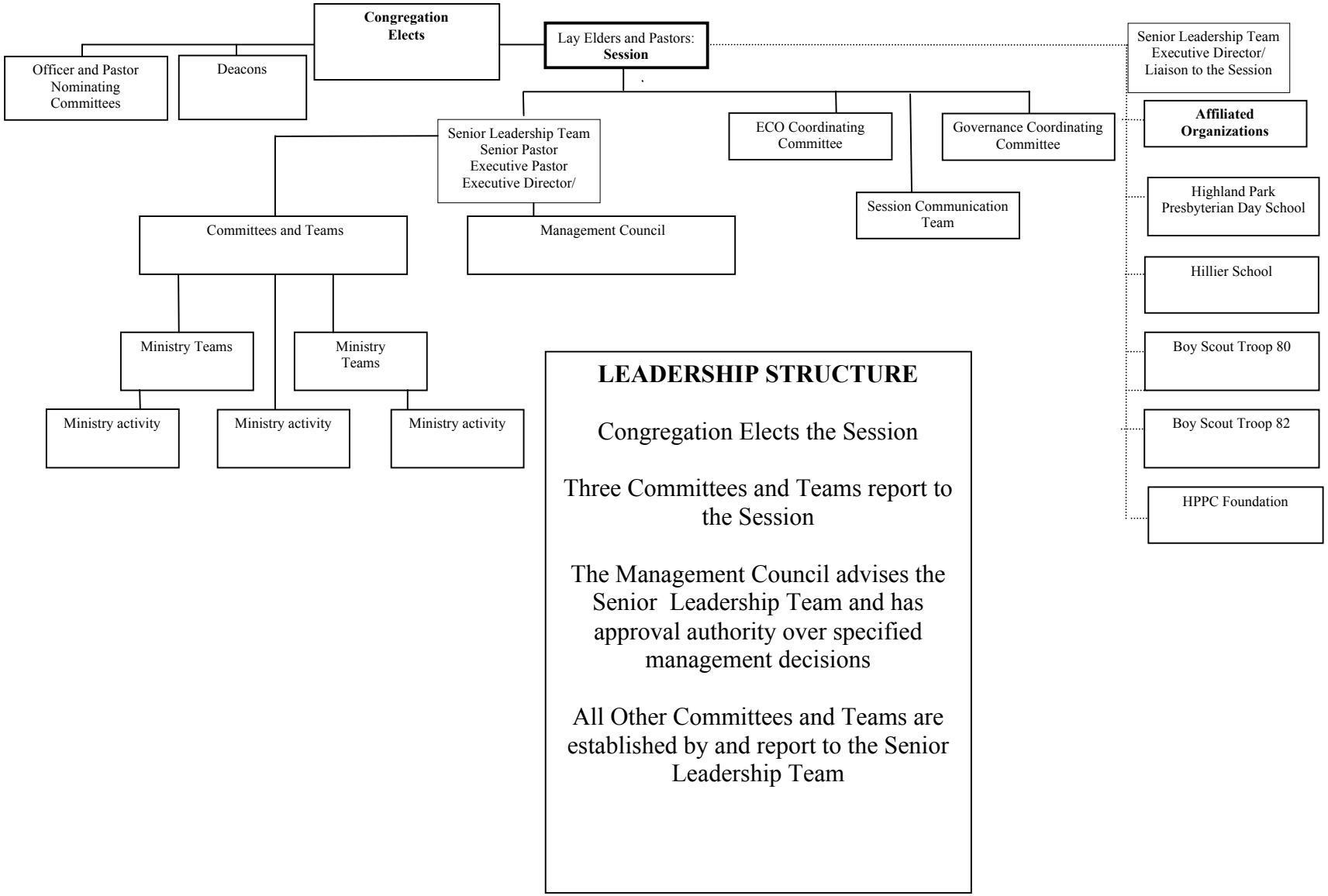
(3) Management Council

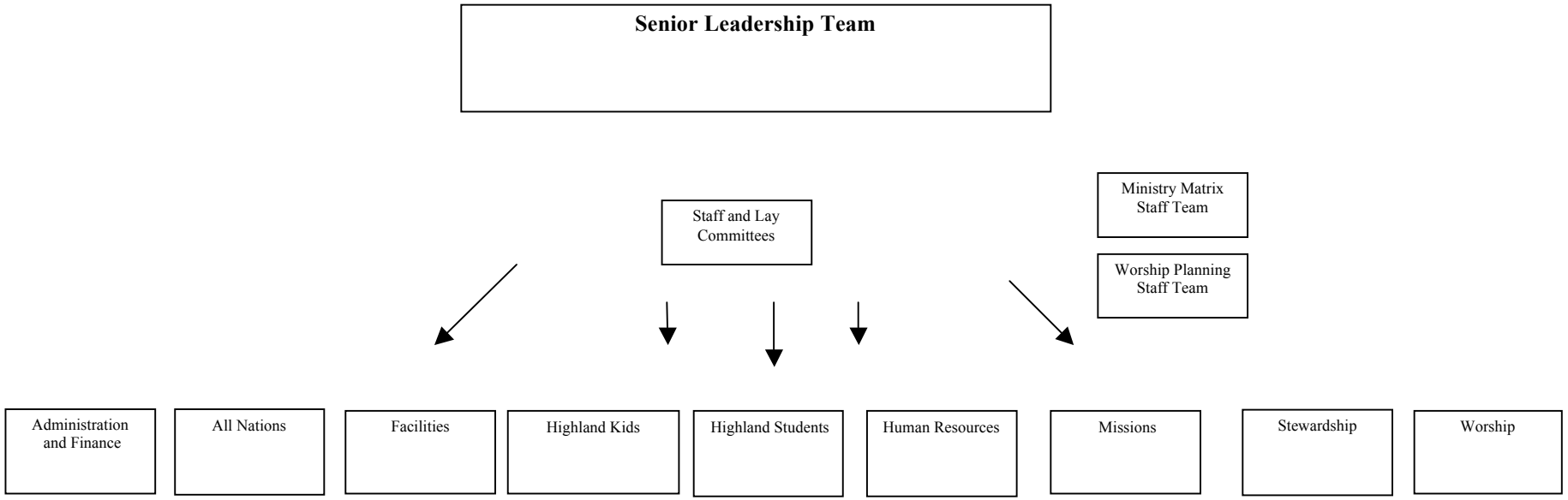
The Management Council is created by the *Governance Manual* and advises the Senior Leadership Team in the management of the church and exercises the authority given it by this *Manual* and the *Governance Manual* to approve or disapprove certain, specified management decisions.

(4) Leadership Diagram:

These committees/teams and the current leadership structure are illustrated on the following pages:

Diagram: Overview of the Leadership Structure




Senior Leadership Team
Staff and Lay Committees
Ministry Matrix Staff Team
Worship Planning Staff Team
Administration and Finance
All Nations
Facilities
Highland Kids
Highland Students
Human Resources
Missions
Stewardship
Worship

SECTION 2 COMMITTEE POLICIES

2.1 Global Policy

Each Committee and Team established by the Senior Leadership Team is responsible for pursuing with excellence:

1) The responsibilities and tasks assigned to each by the Senior Leadership Team;
2) The responsibilities and tasks described for each by this Manual

The performance of these tasks is governed by this Manual and all of the governing documents of HP Pres. (See Section 1.2)

No Committee or Team shall cause or allow any practice, activity, decision, or organizational circumstance that is imprudent or in violation of the governing documents of HP Pres or of commonly accepted business and professional ethics, or is unlawful.

With respect to these Policies, it is understood that the Senior Leadership Team (SLT) or the Session may grant approval for a Committee, or Team to not be bound by a particular Policy in a particular situation, therefore, not every Policy is qualified by the phrase: "without approval by the SLT or the Session." This approval must be given, however, only in writing by the Executive Director or at a duly called Session meeting.

2.2 Human Resources

Except for the tasks and responsibilities assigned to the Human Resources Committee in the governing documents of HP Pres or by the Senior Leadership Team, no Committee or Team shall have any authority in relation to staff duties, position descriptions, employment, compensation, benefits, or any other human resources matters. All human resources matters have been delegated by the Session to the Senior Leadership Team, who in turn, has delegated authority as appropriate to other staff.

2.3 Finances, Property and Asset Protection and Utilization

No Committee or Team shall utilize any funds other than those set forth in the General Operations budget without the approval of the Executive Director. No Committee or Team shall exceed its annual budget without the approval of the Senior Leadership Team or deviate materially from a line item in the budget without Senior Leadership approval. No Committee or Team shall materially alter the facilities of HP Pres, or increase or change its use of HP Pres facilities, without the approval of the Senior Leadership Team. The actions of the Senior Leadership Team as described in this Section must be confirmed in writing from the Executive Director. Except for the responsibilities of the Management Council to approve the use of church resources in certain circumstances, only the staff of HP Pres under the direction of the Senior Leadership has the authority to direct other staff, obligate the church to third parties, or manage or direct the use or expenditure of church resources. All authority for management has

been delegated to the Senior Leadership Team by the Session and the SLT, in turn, has delegated and assigned management responsibilities to staff who are assisted in these tasks by the Committees and Teams they lead.

2.4 The Budget Building Process

Guided by the *Governance Policies and Procedures Manual of HPPC,* the Senior Leadership Team is responsible for developing the budget in the following manner:

1) The SLT will obtain the recommendation of the Management Council and then present a budget to the Management Council for approval
2) The SLT will consult with the Administration and Finance Committee concerning:
    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) The SLT will consult with the Stewardship Committee for its assessment of reasonable projections for giving
4) The SLT will consult with the Human Resources Committee concerning:
    a. Recommended staff levels in each ministry area
    b. Appropriate adjustments in compensation
    c. Projected changes in the benefits costs
5) The Moderator of the Management Council and the SLT will present a budget to the Session at its June meeting. The goal is for the Management Council and the SLT to agree upon a budget and to speak with one voice as it is presented to Session; however, the SLT is ultimately responsible to the Session for developing a budget. Therefore, if the Management Council and the SLT cannot agree upon a budget, the two differing budgets will be presented to the Session.

2.5 Contracts

No lay person may enter into a contract or agreement that binds HP Pres and, except for contracts and agreements in the ordinary course of business that are funded by the annual budget of a Committee, no staff person should enter into a contract or agreement that binds HP Pres without the approval of the Executive Director. Also, no contract or agreement over $5,000 should be entered into by staff without the approval of the Executive Director.

2.6 Ministry Coordination and Support – Making the Ministry Matrix Work

(a) Before any new initiative that is not currently on an approved program year calendar is voted upon by a Committee or Team or implemented by a Staff Leader, or any initiative is materially changed, and before any matter can be placed on the calendar by the Calendar Approval Team, the initiative must start the calendar approval process though the gateway of the Ministry Matrix Team (which is a team of staff directors convened by the Executive Pastor or Director). Of course some consideration by the staff in a ministry area and/or within Committees and Teams will take place before an event/activity/initiative is brought

to the Ministry Matrix Team, but an idea must be brought early in the planning process to the Ministry Matrix Team in order to get the full benefit of the Team's review and discussion (and possibly to avoid putting a lot of work into something that for some reason does not make it through the process).

(b) The creation of Sunday morning communities, or Between Sunday communities that involve Christian education, HP Pres-sponsored small group or discipling initiatives that involve one-on-on discipling or micro-groups must first be approved by the Grow in Christ Team. Large events targeted for an entire Life Stage or targeted across Life Stages must be first approved by the Transformation Team. If there is not sufficient time to obtain Transformation Team aprpoval for a one-time event, approval may be given by the Executive Pastor or Director.

(c) After the first Ministry Matrix Team meeting, the request may be cleared by the Executive Pastor or Director to proceed immediately to the Calendar Approval Team the next day to be considered by it for placement on the church calendar;

(i) Or, as determined by the Executive Pastor or Director, the event/activities/initiative may need further discussion or planning and so will be added to the agenda of subsequent meetings of the Ministry Matrix Team on the Fourth Tuesday, or even the next Second Tuesday Ministry Matrix Team meeting as appropriate;
(ii) Or, as determined by the Executive Pastor or Director, the event/activity/initiative may be referred to the Grow in Christ Team for review and discussion before being considered by the Ministry Matrix Team.

Staff will be notified by the Communications Department by e-mail when an event is officially on the church calendar.

(d) At the discretion of the Executive Pastor or Director, an initiative may be "released" from this process at any time and be considered by the Calendar Approval Team. The criterion for "release" could include that the initiative is small in size or is very targeted to a specific group.

(e) All Committees and Teams, in addition to aligning their ministries with the Foundational Expressions of HP Pres, and encouraging the congregation by frequent references to the Foundational Expressions, should use and encourage the use of the same vocabulary for the Foundational Expressions – including the Mission, Values, Transformation Pathway, Discipleship Marks, and Statement of Faith, as well as the Vision Guide (see the *Vision Manual*).

(f) No later than the end of June, the calendar for September through December of the next program year will be finalized.

(g) No later than the end of November, the calendar for January through May of the current program year will be finalized

(h) No later than the end of March, the calendar for June through August of the current program year will be finalized

2.7 Management Council

1) Composition: Executive Director, a Moderator appointed by the SLT, the Moderators of the Human Resources Committee, the Administration and Finance Committee, and the Facilities Committee
2) Function: The following are "Limitations Policies" contained in the *Governance Manual* that limit the authority of the Senior Leadership Team. They include and express the functions of the Management Council of consulting with the SLT in the building of the annual budget and providing oversight of unscheduled budget expenditures, unbudgeted program initiatives, and the use of reserves:

   > "4.02 …(4) Make adjustments in personnel costs that would reasonably be expected to result in the annual personnel budget being exceeded without the approval of the Management Council
   > (5) In the event actual personnel costs at the end of a fiscal year do exceed the annual personnel budget, fail to correct the overage in the following year unless Management Council approval is given
   >
   > 4.03….(6) In presenting the annual budget for approval to the Session, fail to obtain the recommendation of the Management Council…
   > (8) Authorize or knowingly allow material deviations from line items in the budget area for each ministry area without Management Council approval
   > (9) Authorize or knowingly allow any new program initiatives that require additional non-budgeted funding without Management Council approval
   > (12) Authorize or knowingly allow any restricted funds or reserve funds to be utilized for any purpose other than the designated purpose or fail to obtain Management Council approval for expenditure of reserves…
   > (13) Commit to expenses in a future fiscal year without the approval of the Management Council"

3) Additional functions: In addition, the Management Council has responsibilities in special situations in connection with the scheduling and use of church resources, modification or improvement of church property, special financial offerings, the use of any annual surplus, DGOs, investment policies, and material dispositions and acquisition of church property (See Sections 2.4, 3.6, 4.1, 4.2, 4.4, 5.4, 5.5, 5.6, 8.1, 8.5, 8.6, 8.7 and 8.9)

4) All motions to the Session from Committees established by the Senior Leadership Team must be submitted to the Executive Director who, in turn, will provide it to the Governance Coordinating Committee for placement on a Session agenda.

2.8 Moderator of the Management Council

The Moderator of the Management Council will convene and moderate the Management Council. The Senior Leadership Team may also convene the Management Council.

SECTION 3 COMMITTEES AND TEAMS: STRUCTURE, LEADERSHIP, AND OPERATIONS

3.1 Creation and Leadership of Committees and Teams

(a) Creation of Committees and Appointment of Staff Leaders

As established by the *Governance Policies and Procedures Manual of HPPC* and as summarized in Sections 1.3 and 1.4 of this Manual, the Senior Leadership Team (SLT) has been delegated by the Session the authority and accountability to achieve the mission of the church, subject to the limits placed on this authority in the *Governance Policies and Procedures Manual*. To that end, the SLT assigns responsibilities and tasks to staff through Position Descriptions and through direct and specific assignments and supervises all staff of HP Pres. Also to that end, the SLT creates committees (except for those directly created by the Session) for each ministry area of the church, assigns a Staff Leader to each committee, and charges each Committee with its responsibilities. The Staff Leader provides servant leadership to the entire ministry area.

(b) Committee Moderators; Moderator Expectations

To ensure that the Staff Leader provides servant leadership to a committee and does not lose sight of the balance between providing leadership and equipping and empowering laity for the actual doing of the ministry, every committee has a lay Moderator who convenes and moderates all committee meetings. The Staff Leader and Moderator should collaborate on setting the agenda for each meeting. The expectations for Moderators are set forth in Appendix 1 of this Manual.

(c) General Operations of all Committees and Ministry Leadership Teams

Guided by the Staff Leader, each committee annually reviews, approves, and sends on to the Senior Leadership Team for approval the recommended budget and Ministry Action Plans developed by the Moderator and the Staff Leader with the input and collaboration of the committee, as well as an Operations Guides for the Committee. Guided by the Staff Leader of the committee, each committee also approves and sends to the Senior Leadership Team for approval the initiation of any major changes in its ministries or the creation of new ministries. Each committee assists the Staff Leader and Moderator in recruiting, equipping, overseeing, and managing the lay volunteers who implement the Ministry Action Plans and Operations Guides approved by the Committee. In the rare instance in which a Staff Leader and a Committee disagree on the adoption of a Ministry Action Plan, Operations Guide, budget, or a new initiative, the Department Director to whom the Staff Leader reports, and ultimately, the Senior Leadership Team, has the authority to make the decision. Just as Staff Leaders will be held accountable for the faithfulness and fruitfulness of their ministry areas and for the degree of

involvement of laity in the ministry, Committees and Ministry Leadership Teams will also be held accountable for these same measurements.

(d) Self-sustaining, Volunteer-Based Ministry

A primary goal of Life Stage and Program staff, and Life Stage and Program committees, is to equip others for ministry and to create and oversee a self-sustaining ministry in which virtually all of the ministry work is done by lay volunteers.

As previously stated, all ministry of the church is to be largely done by laity except for the specific functions and authority of leadership given to Staff Leaders and for the specific tasks that Staff Leaders elect to, or are assigned to, perform themselves. A Staff Leader would not be considered successful if he or she alone somehow could accomplish the goals of the ministry area. Success is measured by the degree to which laity are accomplishing the ministry goals of the ministry area. Staff Leaders lead and equip lay volunteers to do the ministry of the church.

Each Committee and Team should under the direction of the Senior Leadership Team develop the organizational structure necessary to conduct the mission of that Committee and Team. Each Committee may be organized differently and may vary in the number of Ministry Teams that report to it. Committees should appoint Ministry Teams for the purpose of carrying out their work more effectively. The Committees may appoint a "Ministry Leadership Team" to supervise multiple Ministry Teams; there may be a Ministry Team for each distinct area of responsibility.

3.2 Annual Election to Committees; Eligibility for Committees and Ministry Teams

(a) Elders: Elders are appointed to committees and teams each year by the Governance Coordinating Team consisting of the Clerk of the Session, Moderator of the Session Governance Coordinating Committee, and the Executive Director.

(b) Committee Moderator for the Administration and Finance, Human Resources, and Facilities Committees): Must be an active member of HP Pres; nominated by the Senior Leadership Team and elected by the Session at its September meeting (or the month after new officers are installed).

(c) All other Committee or Team Moderators and Vice-Moderators: Must be an active member of HP Pres; nominated by the Moderator (or from the floor at a Committee meeting) and elected by the Committee to which it reports at its September meeting (or the month after new officers are installed).

(d) Committee or Ministry Leadership Team Member: Must be an active member; nominated by the Committee or Ministry Leadership Team (or from the floor at a Committee meeting) and elected by the Committee or Ministry Leadership Team on which her or she serves at its September meeting (or the month after new officers are installed).

(e) Ministry Team Moderator/Vice-Moderator: Must be an active member recommended by a Pastor or Director; appointed by the Committee or Team directly above it.

(f) Ministry Team Member: Any person may volunteer to participate in the ministry of a Ministry Team subject to the discretion of the Ministry Team

(g) Removal of Moderators, Vice-Moderators, or Committee or Team Members: A Moderator or Vice-Moderator may only be removed or replaced by the Associate Pastor/Department Director in the ministry area or the Senior Leadership Team. A Committee or Team Member may be removed by the Moderator or the Associate Pastor/Department Director in the ministry area or the Senior Leadership Team.

(h) Authority of the Senior Leadership Team. Except for the election of the Moderators listed in the subsection (a), the Senior Leadership Team has the authority to appoint and remove Moderators, Vice-Moderators, and Committee and Team members to Committees and Teams in lieu of and over-riding the procedure described in this Section.

3.3 Meetings, Quorums, Voting, and Minutes

(a) The Management Council and every Committee and Ministry Leadership Team will establish a regular stated meeting date and time as maintained by the Moderator. Meetings are generally not held in July and December. Changes in regular meeting dates must be approved by the Senior Leadership Team.

(b) Except for e-mail votes provided for below, a valid vote can only be taken by the Management Council, a Committee, or Team if a quorum is present at a regular stated meeting or at a special meeting. A majority of the voting members of the Management Council, Committee, Ministry Leadership Team, or Ministry Team constitutes a quorum. A majority vote at a regular stated meeting or a special meeting duly called will be the binding act of the Management Council, Committee, Ministry Leadership Team or Ministry Team. Except for the Management Council, staff members are not entitled to vote at Committees, Ministry Leadership Teams, or Ministry Teams meetings. No notice is required for regular stated meetings. Notice for a special meeting must be reasonable and must give the reasons for the special meeting. Only matters set forth in the notice for a special meeting may be addressed at the special meeting.

(c) The Management Council and every Committee and Team will record minutes, signed by the Moderator, and file the most recent Minutes with the Executive Director and maintain them in a Ministry Notebook kept by the Moderator. Ministry Teams should maintain records of their activities.

3.4 Composition and Term Limits of Committees and Ministry Leadership Teams

(a) A Committee and Ministry Leadership Team will not have more than twelve members unless a larger number is approved by the Senior Leadership Team. The Staff Leader does not count against the twelve member limit.

(b) No more than four active elders and two reserve elders may be on a Committee or Team or on a Ministry Leadership Team.

(c) No member of a Committee or a Ministry Leadership Team will serve more than three consecutive years; after a one year absence, a person can be elected annually for another maximum of three years. After this second series of three consecutive years, re-election is allowed only after a three year absence.

(d) Participation on a Ministry Team is not subject to any limitations as to the number of people, number of elders, or term limits.

(e) A Committee may formally and regularly include non-voting advisory participants in its activities. These non-voting advisory participants are not subject to term limits and do not count against the 12-member limit

3.5 E-mail Vote Policy

The Management Council, and any Committee, Ministry Leadership Team, or Ministry Team may hold e-mail votes on any matter. An e-mail vote may be administered only by the Moderator or Staff Leader of a Committee at his or her discretion. Only one motion can be contained in an e-mail vote. The members of the Management Council, Committee, or Team must be given 48 hours (not including weekend days) to respond. If more than one-third of the Management Council, Committee or Team 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 members 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 members vote timely, then the motion will pass or fail based on the majority of the votes of the members responding timely. A member may object to the use of an e-mail vote and at the same time vote for or against the motion.

3.6 Operations Guides, Ministry Action Plans, and Budgets for Committees

Based on instructions provided by the Senior Leadership Team, each Committee annually prepares or updates an Operations Guide that describes how it is organized for ministry and the activities of the committee in the current year. This will normally occur in January and February. In numbered sentences or very short paragraphs, an Operations Guide describes each of the activities, ministries, communities and events that the Committee devotes resources to. In a separate section, an Operations Guide also describes briefly the duties of Committee members and the functions of any Ministry Teams created by the Committee. The Operations Guide will be one of the tools used for building the annual budget for the Committee and ministry area each year in the sense that the budget worksheets used for building the budget will be compared to the numbered descriptions of ministry activities on the Operations Guide.

Based on instructions provided by the Senior Leadership Team each Committee annually prepares or updates a Ministry Action Plan. Included in the Ministry Action Plan is a calendar of special events for the next program year, a detailed description of three core ministries, and an updated Operations Guide for the next program year. The Ministry Action Plan also includes budget worksheets to be submitted by the committee. (see Section 2.4 for a description of the budget-building process). These are usually prepared in March, April, and May.

Ministry Action Plans should be shaped by the Vision Frame, Ministry Matrix, and the description of each Committee as set forth in the following sections of this Manual. The Ministry Action Plans of Life Stage ministries should also be guided by Section 3.9 below.

As described in the *Governance Policies and Procedures Manual of HPPC*, and as summarized in Section 1.3 and 1.4 of this Manual, the Senior Leadership Team is held accountable by the Session for the accomplishing of the "ends," the primary goals, the ultimate desired outcomes for HPPC as established by the Session. To that end, Ministry Action Plans are reviewed and approved by the Senior Leadership Team; the Senior Leadership Team has the authority to establish goals for Committees with the expectation that Ministry Action Plan will reflect activities designed to advance these goals; and the Senior Leadership Team also has the authority to assign tasks and activities to committees to be incorporated into their Ministry Action Plans.

3.7 Ministry Action Plans – Utilizing the Vision Frame

All Ministry Action Plans are expected to be shaped by the HP Pres Vision Frame on the following pages. The Vision Frame visually summarizes the narrative of the *Vision Manual of HP Pres*. It depicts the mission of HP Pres, the strategy map for planning all activities that advance this mission, the values that all activities must be aligned with, and the marks of a disciple that we pray the Holy Spirit will bring to life.

The top frame of the Vision Frame shows what HPPC is really trying to accomplish: her Mission – making disciples of Jesus Christ and making a difference in the world for the glory of God and Primary Ends that have been adopted by the Session. The bottom of the frame shows the Discipleship Marks, which are a more specific expression of the Mission; they express what success would like if the mission of "making disciples" were achieved within the lives of the members of HP Pres. The right side of the frame is the Strategy Map and shows how HP Pres organizes its activities around the Transformation Pathway in order to advance toward all of the Discipleship Marks. The left side of the frame shows the Core Values. The frame itself is considered "permanent." The Mission, the Discipleship Marks, the Transformation Pathway, and the Core Values are not expected to change. They guide, they "frame" all decisions concerning what the ministry activities of the church should be.

At the center of the Vision Frame is the "vision canvas." This is where the vision of HP Pres comes to life. The "temporary," the short-term plans of the church, that is, the annual Ministry Action Plans are painted, guided by the "four vision frames."

All Ministry Activities and all Ministry Action Plans for HP Pres are guided by the Vision Frame. Each Ministry Action Plan should reflect that all ministry activities have as their goal the accomplishing of the mission of HP Pres. Ministry activities should invite, equip, facilitate and encourage participation in the Transformation Pathway. And all activities should be aligned with the Core Values of HP Pres and seek to cause the Discipleship Marks to flourish.

VISION FRAME

Mission

Making disciples of Jesus Christ
who make a difference in the world for the glory of God.

Leading all generations to become transformed followers of Jesus Christ for the flourishing of the city and the world

Core Values

- Biblical
- Reformed
- Community
- Leadership
- Service.

Vision 100

Living Vision Goals

Worship Services
Discipleship communities and activities
Congregational Life ministries, Outreach ministries --

Expressed in Ministry Action Plans

Strategy Map – Transformation Pathway

- Worship
- Connect
- Serve

Discipleship Marks – Love the Lord with all of your heart, mind, and strength

- A love for God
- A reflection of the character of Christ
- A love for one another, for the church
- A love for the world and for God's mission

3.8 Ministry Matrix – Life Stage and Program Ministries

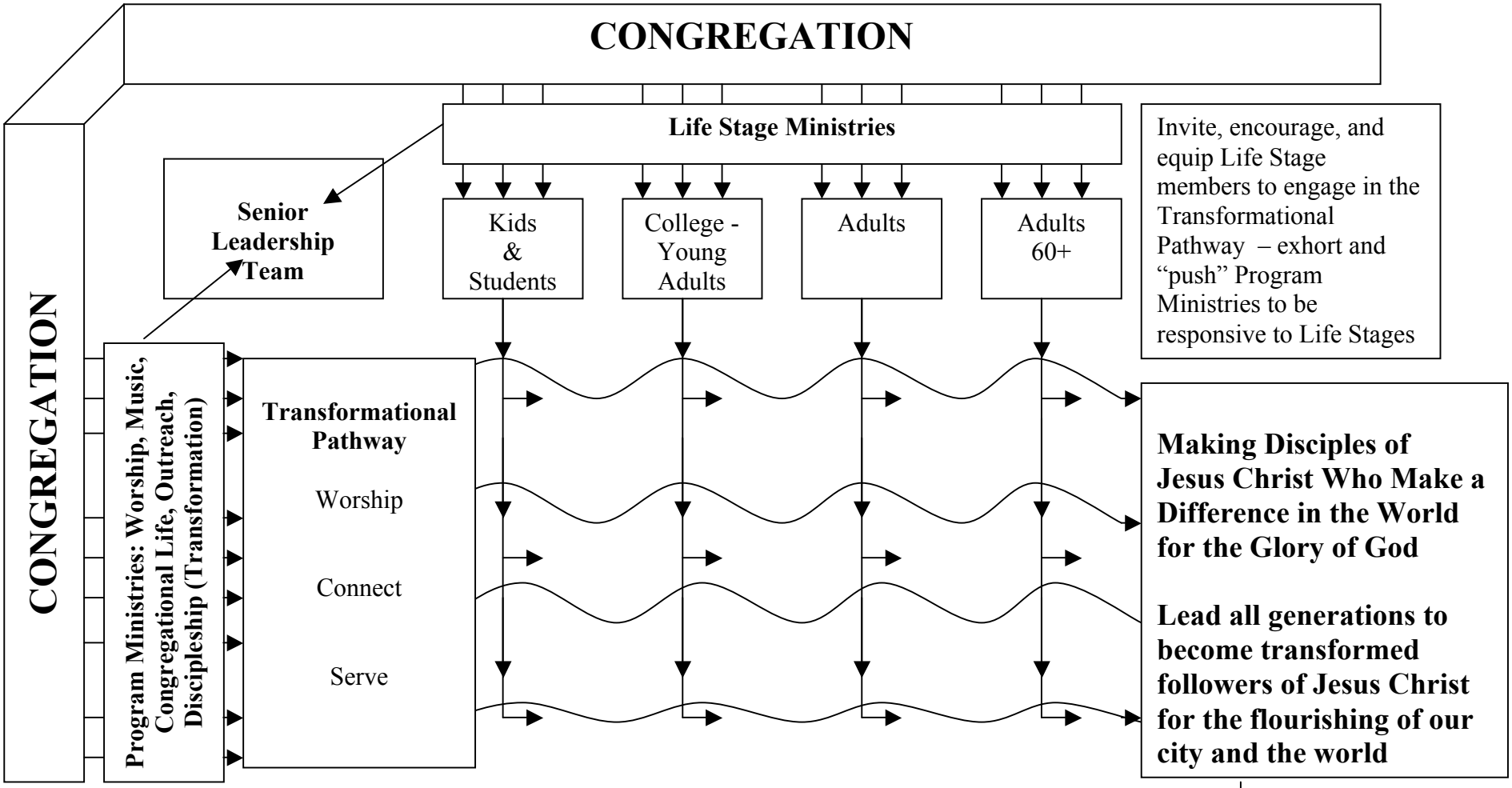
(a) Introduction

The "Ministry Matrix" is where ministry takes place. It is illustrated on the following page and then described narratively on the pages that follow. The ministries of HP Pres are divided between "Life Stage" ministries and "Program Ministries;" together they comprise the Ministry Matrix.

(b) Ministry Matrix Diagram

The diagram on the following page illustrates the Ministry Matrix:

MINISTRY MATRIX



(c) Life Stage Committees – Children and Student, College, Adult, and Adult 60+

Under the leadership of the Senior Leadership Team, as delegated by the Session, the Staff Leader of each Life Stage ministry area is charged with the responsibility for and the oversight of all of the ministries of its Life Stage. Under the direction of the Staff Leader, the primary functions of teams is to advise and assist the Staff Leader in recruiting, coordinating, equipping, and encouraging of Ministry Teams and other volunteers and advise and assist the Staff Leader in overseeing strategic development for the activities of a Ministry area, as well as the implementation, oversight, and evaluation of these activities.

For each Life Stage, the Staff Leader and Committees all are entrusted with the same following goals and responsibility for which they are held accountable in different ways to the Senior Leadership Team, who in turn, is accountable to the Session:

(i) The purpose, the strategy, and the discipleship goal of each Life Stage Ministry – Children, Student, College, Young Adult, Adult, and Adult 60+ – is the same as the church as a whole: to make disciples of Jesus Christ who make a difference in the world for the glory of God.

(ii) The primary ministry strategy of each Life Stage Ministry is to advance the mission and purpose of HPPC by inviting, encouraging, equipping, and engaging more and more people within their life stage to become more and more involved in the Transformation Pathway.

(iii) This ministry strategy is always to be guided by and anchored in the Transformation Pathway and the Foundational Expressions of HPPC. The ministry strategy is always to have as a goal for each person in their life stage that, to an ever increasing measure, each embodies and displays the Discipleship Marks in his or her character, daily walk and lifestyle.

(iv) Each Life Stage Ministry "pushes" and exhorts the Program Ministries to provide resources, programs, and activities that are tailored to appeal to its Life Stage.

(d) Program Ministries: Worship, Music, Transformation, Congregational Life, and Outreach/Mission

Under the leadership of the Senior Leadership Team, as delegated by the Session, the Staff Leader of each Program ministry area is charged with the responsibility for and the oversight of all of the ministries in its program area. Under the direction of the Staff Leader, the primary functions of teams is to advise and assist the Staff Leader in recruiting, coordinating, equipping, and encouraging of Ministry Teams and other volunteers and advise and assist the Staff Leader in overseeing strategic development for the activities of a Ministry area, as well as the implementation, oversight, and evaluation of these activities.

The purpose of each Program Ministry – Worship, Music, Transformation, Congregational Life, and Outreach – is the same as the church as a whole: to make disciples of Jesus Christ who make a difference in the world for the glory of God.

The primary ministry strategy of each Program Ministry is to advance the mission and purpose of HP Pres by inviting, engaging, and equipping more and more people within every life

stage to become more and more involved in the Transformation Pathway -- with an emphasis on a particular one.

The primary strategy of the Worship Ministry is to invite, engage, and equip members of all life stages to be involved in all of the Transformation Pathway with an emphasis on Worship.

The primary strategy of the Transformation Ministry is to invite, engage, and equip members of all life stages to be involved in all of the Transformation Pathway with an emphasis on becoming transformed followers of Christ.

The primary strategy of the Congregational Life Ministry is to invite, engage, and equip members of all life stages to be involved in all of the Transformation Pathway with an emphasis on Connect.

The primary strategy of the Outreach Ministry is to invite, engage, and equip members of all life stages to be involved in all of the Transformation Pathway with an emphasis on Serve.

This ministry strategy is always to be guided by and anchored in the Core Values and Statement of Faith of HP Pres. The ministry strategy is always to have as a goal for each person in their life stage that, to an ever increasing measure, each embodies and displays the Discipleship Marks in his or her character, daily walk and lifestyle.

Each Program Ministry "pushes" and exhorts the Life Stage Ministries to become involved in the particular Transformation Pathway emphasized by their ministry area.

(e) Program Ministries - Worship

Under the leadership of its Staff Leader, the Worship Committee and the Worship Planning Team (comprised of staff that engage in worship leadership or the support of worship every Sunday and that meet weekly to plan and coordinate worship services) are charged with advising and assisting the Stall Leader in connection with the worship activities of HP Pres, including:

(a) Providing for the worship life of the congregation and places where the congregation may regularly worship; providing for the regular preaching of the Word by persons properly approved; overseeing the planning and the ordering of the worship services of the congregation;

(b) Authorizing and providing for the regular celebration of the Lord's Supper; authorizing the administration of Baptism; exercising due care and providing sufficient education to the congregation and to new believers that the Sacraments may be rightly received as means of grace. (the two paragraphs above are paraphrased from the ECO Polity 1.0603)

(c) Inviting and encouraging participation in corporate worship among members of HPPC and the community; equipping and educating the entire church on the significance of the elements of worship and the meaning of worship

The Worship Committee oversees the following ministry teams: Ushers, Sacraments, Hall Worship, Music, and All Nations worship.

(f) Program Ministries – Music

Under the leadership of the Director of Music, its Staff Leader, the Music Team is charged with advising and assisting the Staff Leader in providing a balanced and varied music program for all age groups within the church. It oversees Ministry Teams and their programs in the following areas: Children's and Students' Choirs, Chancel Choir, Handbell ensembles, the Highlander Concerts series, and the Music Academy.

(g) Program Ministries – Congregational Life - Deacons

Under the leadership of its Staff Leader, the Congregational Life Committee and Deacon Ministry are charged with advising and assisting the Staff Leader, who has the responsibility for and oversight of the caregiving activities of HP Pres, including the following:

> Prayer Room Intercessors, Congregational Life updates, Pastoral Hospital Visitation, Homebound Visitation, Homebound Communion, Funeral Coordination , Pastor on Call, Parish Nurse, Practical Concerns, Good Samaritan Fund, Hospitality, and Prayer, Care and Communication through the Deacons.

Deacons provide a ministry of communication, prayer, and care for a "Parish," which is a grouping of approximately fifteen to twenty households, each of which includes at least one member of HP Pres.

The policies and procedures for the Good Samaritan Fund are available upon request from the Congregational Life office.

(h) Program Ministries – Outreach/Mission

Under the leadership of the Director of Mission, its Staff Leader, the Outreach Committee is charged with assisting and advising the Staff Leader who has the responsibility for and oversight of the externally-focused Serve activities of HP Pres. The Staff Leader oversees the planning, implementing, and supporting of ministries of witness, compassion, and justice beyond the HP Pres congregation. The Committee is especially charged with advising and assisting the Staff Leader with the responsibility of inviting, equipping, and encouraging more and more people to be engaged in mission-oriented activities.

(i) Program Ministries – Transformation

Under the leadership of the Senior Leadership Team, the Transformation Team is charged with the responsibility for and oversight of the "Transformation" activities of HP Pres. The Team is especially charged with the responsibility of inviting, equipping, and encouraging more and more people to be engaged in spiritual formation activities and of nurturing the growth of the Discipleship Marks.

(j) Special Program Ministry Assignments

The following ministries that cut across life stages have been assigned to various Staff Leaders by the Senior Leadership Team:

(i) Groups, Alpha, Center for Leader Formation, Church Planting, Prayer

(ii) Women's Ministry, Men's Ministry, Library, New Members, Member Mobilization/Connect and Serve, and Visitor Follow-up
(iii) Children and Student Life Stage: Equipping parents
(iv) Senior Leadership Team: Stewardship

3.9 Support Ministries

(a) Facilities Committee

The Facilities Ministry covers the management and maintenance of the Church's grounds and facilities, the current and future planning and space allocation of the Church's facilities, and the preservation of the Church's architectural integrity, special arts and furnishings. The Director of Facilities guides the ministry, anticipates facilities demands and needs, directs facilities operations and staff, and proposes and implements policies and procedures for meeting facilities and guest needs, for campus security, fire protection, and general safety. The Director also proposes and implements policies and procedures for maintaining or replacing facilities, landscaping, vehicles, and building systems (excluding phone, IT, and AV).

Under the leadership of the Director of Facilities, the Facilities Committee is charged with supporting and assisting the performance of the following responsibilities that are included in the Position Description for the Director of Facilities:

(a) Develop and maintain policies and procedures for facilities inspection, maintenance, repair and replacement,
(b) Coordinate the renovation, repair, maintenance or replacement of all of the facility and equipment of the church through Facilities staff and vendors as necessary and appropriate for the effective and efficient use of the facility and to maintain a well-cared for appearance consistent with the excellence of the architecture of the facilities
(c) Coordinate and oversee all set-ups and janitorial services needed for church activities and to keep the facility clean and ready for use and coordinate and oversee the emergency response and security needs of the church
(d) Oversee the policies and procedures related to facilities set forth in the HPPC Policies and Procedures Manual

(b) Administration and Finance Committee

Under the leadership of the Executive Director and Director of Administration and Finance, the Administration and Finance Committee is charged with supporting and assisting the performance of the responsibilities of the Director of Administration and Finance that are included in the Position Description for the Director of Administration and Finance. The purpose of the ministry is to ensure the financial well-being of the church by providing financial management and accounting services. This ministry area is charged with the oversight of the administrative, financial, and risk management operations of the church, including the development of financial policies and practices, the management and forecasting of short-term and long-term budgets and fiscal health, and the ongoing development and monitoring of control systems designed to preserve church assets and report accurate financial results, including the responsibility to:

- Maintain and monitor all financial records and activities
- Provide timely and relevant financial reporting to internal and external users
- Provide administration of human resources records, benefits, and payroll functions

- Oversee information technology resources
- Oversee the insurance and risk management programs of the church
- Oversee management of mailroom functions

The primary responsibilities of the Director of Administration and Finance supported and assisted by the Committee are:

- Prepare and maintain the process and procedures required to present regular financial planning reports, assess and project fiscal performance on the basis of the reports, and assist in the development of long-term financial planning

- Oversee the daily accounting activities and the accounting, financial, banking, and investment practices of HPPC to ensure compliance with auditing and regulatory requirements and best practices in each area; overseeing the contractual requirements and the quality of the relationships of HPPC with banking, lending, and investment vendors; overseeing donor relationships and ensuring compliance with donor restrictions,

- Coordinate and oversee assigned church administration needs: Risk Management: the insurance program of the church; Human resources: the administration of employee benefits, retirement plans, insurance and related activities; management of flexible spending account plan; maintain personnel records; oversee the performance of background checks and maintenance of records; Information Technology: oversee information technology resources, systems and services, including the phone system and copying machines; Mailroom – oversee the management of the mailroom functions

(c) Human Resources Committee

Under the leadership of the Executive Director and the Director of Administration and Finance, the Human Resources Committee is charged with supporting, assisting, and ensuring the performance of the human resources responsibilities that the Executive Director is charged with in effect as the human resources director for the church.

The HP Pres Personnel Manual is available upon request.

(d) Communications (Session Communications Committee)

Under the leadership of the Director of Communications, the Sessions Communications Committee is charged with two tasks: first, ensuring healthy two-way communication between the Session and the congregation; and second, supporting and assisting the performance of the following responsibilities by the Director of Communications that are included in the Position Description for the Director of Communications

(a) Develop and maintain guidelines for consistent identity for all communications
(b) Develop communications strategy for various programs and events and for the effective communication of the mission, vision, values, and strategies of the church
(c) Coordinate development and production of various ministry communications plans

(d) Oversee development and production of weekly and monthly internal communications such as Connect (a monthly piece), Sunday Order of Worship, Thursday email, Weekend Update, and the "Loop"
(e) Direct on-going development and maintenance of the church web site
(f) Build and maintain vendor contacts and relationships
(g) Maintain all-Church activity calendars and assist Executive Director in the coordination of event approval
(h) Supervise and manage receptionist position and function
(i) Coordinate the timely reproduction of sermons to website and printed format
(j) Manage and supervise the Welcome Center, the One Gallery, and the Information Walls
(k) Be the primary contact for media relations and perform the function of the public relations manager for HPPC

SECTION 4 RESERVING THE CHURCH CALENDAR AND CHURCH FACILITIES

4.1 Scheduling Policy, Procedure, and Process

Before any event or activity may be scheduled the process must begin with the Ministry Matrix Team as described in Section 2.6.

(a) Purpose of Scheduling Policy

In general, this policy requires that the scheduling of all events and activities must be approved by a Staff Calendar Request Approval Team created by the Executive Director. The Team may elect to send problematic requests directly to the Executive Director. Even though funerals are given priority (Section 12.1), the Staff Calendar Request Approval Team should be advised of the scheduling of funerals and memorials. The Staff Calendar Request Approval Team should also be advised of the scheduling of weddings by the Wedding Coordinator (Section 12.2).

The primary purpose of this scheduling approval process is the coordination and strategic use of the church calendar and resources. Our mission of "Making Disciples of Jesus Christ" can be enhanced by a calendar that is strategically designed and by deploying our resources in a coordinated way. Conversely, our mission can be impeded by a crowded and disjointed calendar of activities.

(b) Church-sponsored activities; Affiliated Organizations

All activities, programs, and events of a governing body or a ministry team of the church or an affiliated organization (Boy Scout Troops, Hillier School, and Day School) must be scheduled in the manner described in sub-section (d) below. Off-campus events and activities that are expected to involve more than twenty five persons must also be scheduled in the same manner.

(c) Outside Groups

All activities, programs, and events of outside groups that satisfy the criteria for use in Section 4.2 below must be scheduled by the Director of Facilities in the manner described in sub-section (d) below.

(d) Details of the Scheduling Policy, Procedure, and Process

(1) The scheduling and location of any new event or activity at the church (other than a meeting of a Committee, or Ministry Team) must be approved by the Calendar Request Approval Team comprised of the Executive Director and a staff person from every Department as designated by the Executive Director. Also, any change in time or place of a previously approved event or activity must be approved by the Calendar Request Approval Team. The Team meets bi-weekly. The Team may elect to send problematic requests to the Executive Director who may seek the approval of Management Council. Any member of the Senior Leadership Team may approve the scheduling and location of activities and has the authority to over-ride the Calendar Request Team; however, the Team should be consulted by the Senior Leadership Team before making a decisions.

(2) The first step is for a staff person of the church to schedule an event in the Hub to be sure that the time and space is available.

(4) The next step is that the request will be reviewed by the Ministry Matrix coordination process set forth in Section 2.6 of this Manual. If the request makes its way successfully through the Ministry Matrix coordination process, then the request proceeds to the Calendar Approval Request Team.

(5) The requests, including the Calendar Request Approval/Evaluation Form, will be compiled by the Communications Department and presented to the Approval Team at its bi-weekly meetings. Approved requests will be reported to the person requested by the Hub.

(6) An event or activity that has not been approved by the Approval Team or the Executive Director may not be publicized, is subject to removal from the Hub, and, thus, of course, may not be held out of respect for those events and activities that it may conflict with.

(8) The ultimate goal is to have few requests for scheduling that are less than ninety days prior to the event. To add events and activities at the last minute that may draw attention and participation from events that have been planned well in advance is not fair to these other events. On the other hand, great ideas can arise that need to be implemented quickly and thus this scheduling process should always be flexible.

(e) Scheduling the Bell Center

In addition to following the policies above, the scheduling of the Bell Center must be coordinated with the Staff Leader of the Students ministry, who may delegate this coordinating function to designated student ministry staff, and approval must be obtained before seeking

further approval under this Section. Use of the Bell Center by outside groups is also subject to Sections 4.2, 4.3, and 5.1(f) below.

(f) Scheduling the Gym; Overnight Use; "Hours"

In addition to the following policies above, the scheduling of the Gym must be coordinated with the Gym Coordinator (as designated by the Senior Leadership Team) and approval must be obtained from the Gym Coordinator before seeking further approval under this Section. Scheduling of the gym should not interfere with worship or setting up for worship.

(g) Scheduling Elliott Hall, the Sanctuary, Wynne Chapel, and the Parlor

In addition to following the policies above, the scheduling of Elliott Hall, the Sanctuary, Wynne Chapel, and the Parlor must be coordinated with the Director of Facilities. Only the Director of Facilities has access to the Hub for scheduling these areas of the church. The Executive Director is required to seek the recommendation of the Worship Committee for any use of Wynne Chapel or the Sanctuary.

(h) Finalizing the "Set-up" for an Activity

The set-up for an event must be recorded by an Administrative Associate or by the Director of Facilities utilizing the Hub. The Sexton Staff, under the supervision of the Director of Facilities, will check the "set-ups" daily and be responsible for following the specifications for an activity that are recorded in the Hub In the absence of "set-up" instructions in the Hub, the Sexton Staff will not set up a room in any particular way.

(i) Funerals and Weddings

The Funeral Coordinator and the Wedding Coordinator should advise the Calendar Approval Request Team of the scheduling of funerals, memorials, and weddings.

4.2 Criteria for Use of Church Facilities (Other than Special Occasions)

The Executive Director is authorized by the Session to handle requests for the use of any rooms or facilities of the church buildings by outside groups, including the Sanctuary and Wynne Chapel, with the understanding (1) that the decisions are subject to review by the Management Council, and (2) that in cases where the appropriateness of the use is in doubt, these requests shall be referred to the Management Council for decision. Requests should be channeled through the Executive Director who will, in turn, delegate them to the Director of Facilities for implementation.

(a) Church-sponsored Activity

Church facilities may be scheduled for any program, event, or activity organized by a governing or ministry body of the church – the Session, Management Council, a Committee, or Ministry Team – or by a Department of the church.

(b) No Personal Use

Church facilities may not be scheduled by members or non-members for personal use or occasions (other than for special occasions – which are limited to funerals, memorial services, and weddings and which are covered elsewhere in this Manual).

(c) Outside Groups

An "outside group" is any group that is not officially sponsored, funded, or organized by a governing body or ministry team of the church as part of its regular ministries. To utilize church facilities, outside groups must be non-profit, non-political, community or spiritually directed and either the content of the program or activity is subject to the approval of the Executive Director who will consult with the Senior Pastor or a Pastor as appropriate or the program or activity must be endorsed by, and the request must come from, a governing or ministry body of the church – the Session, Management Council, a Committee, or Ministry Team – or by a Department of the church. All Outside Groups are required to sign the standard church Guest Organization – Event Agreement or Facilities and Services Use Agreement. These may be obtained from the Executive Director.

(d) Affiliated Organizations

An "affiliated organization" is a ministry that either has a separate legal existence from the church but whose leadership is inter-related and connected to the church and whose purposes are integrally connected to the ministries of the church. From time to time the Session will designate groups as "Affiliated Organizations." The currently designated "Affiliated Organizations" are the Day School, the Hillier School, and Boy Scout Troops 80 and 82. Subject to the provisions of any Facilities Use Agreement between the church and the affiliated organization, these affiliated organizations schedule use of the facilities on a regular basis in the same manner as church ministries.

4.3 Rental Fees for Outside Groups; Limit on Advanced Scheduling

The Director of Facilities will utilize the standard church Guest Organization -- Event Agreement to schedule an event for an outside group. An outside group may not schedule space more than ninety (90) days in advance; however, an outside group may "place a hold" on a date more than ninety (90) days in advance with the understanding that the outside group may be bumped from the date at any time up until ninety (90) days before the event. This understanding must be included in the Event Agreement, together with a provision that it is the responsibility of the outside group to check ninety (90) days prior to the event to determine if the event has been bumped. An outside group is required to post a $200 refundable security deposit to cover damages. A room rental fee of $350.00 will be charged for Elliott Hall and $250.00 for the Bell Center. The Gym Coordinator will set the fees for the use of the Gym, but the minimum room rental fee will be $15 per hour. A room rental fee of $100.00 will be charged for all other rooms, including the parlor.

4.4 Space Allocation for Office space, storage areas, Sunday Morning and Wednesday Evening Classroom

The space allocation decisions for office space and storage area are made by the Executive Director, subject to the review of the Management Council and consultation with the

Director of Facilities and the Moderator of the Facilities Committee. The space allocation decisions for classroom space on Sunday morning and Weekday evenings are made by the Executive Director, subject to the review of the Management Council and consultation with the Director of Facilities and the Grow in Christ Team.

Section 5 Policies and Procedures Governing the Use of Church Facilities

5.1 Miscellaneous

(a) All church activities must cease by 9:30 p.m. and all persons involved in the activity must vacate the building not later than 10:00 p.m.

(b) Smoking is not allowed anywhere on the church campus. Smoking is permitted only on the public sidewalks around the perimeter of the church campus.

(c) No personal amplified sound system may be brought in and utilized at the church except as approved by the Director of Facilities. The audio and lighting systems of the church may only be utilized as described in Section 20 of this Manual.

(d) No alcoholic beverages or illegal drugs are allowed on the church campus.

(e) Since all the buildings and equipment of the Highland Park Presbyterian Church have been dedicated to the worship and service of God, the Session requests all groups using the facilities of the church, whether for religious, educational or social purposes, to have, at some point in their proceedings, a prayer or a brief devotional service.

(f) Overnight use of the church facilities by a guest organization requires the approval of the Executive Director and the Director of Facilities and the standard form of Guest Organization Agreement used by the church must be finalized and executed by the guest organization. Proper chaperonage is required for student groups meeting in the church at night. Those scheduling the meeting are responsible for the activities and actions of the students with regard to security and safety of the plant and of other people attending the meetings

5.2 Security and Maintenance of the Church; Furniture

The responsibility for security and maintenance of the physical plant, including buildings, landscaping, furniture, and other equipment of the church rests with the Facilities Committee, whose day-to-day agent shall be the Director of Facilities. Furniture is not to be moved within a room, except within offices or the normal movement of tables, chairs, or a podium in a classroom or meeting setting, and should not be moved from a room except under the supervision and approval of the Director of Facilities.

5.3 Sanctuary and Wynne Chapel Use by Outside Groups

Special attention should be given to meetings scheduled for the Sanctuary or Wynne Chapel by outside groups. Only those meetings and activities in keeping with a House of Worship shall be permitted. Special instructions regarding use of Wynne Chapel and the Sanctuary include:

(a) No carpentry or special construction may be used in the Sanctuary or Wynne Chapel.

(b) Extreme care should be used not to damage any of the woodwork in the Sanctuary or Wynne Chapel.

(c) No defacement nor disregard for the importance of the chancel furnishings including the pulpit, lectern and communion table will be tolerated.

(d) No food or drinks are permitted in the Sanctuary or Wynne Chapel.

5.4 Miscellaneous Policies; General Care; Keys

(a) Defacement of wall, woodwork or floors through use of nails, thumbtacks, screws, wax, grease pencils, etc., is strictly forbidden. This includes affixing items on the walls with sticky substances, such as Scotch Tape, masking tape, etc. It is the desire of all to maintain church facilities as attractively as feasible. Staff members and volunteer workers are requested to refrain from sticking pictures, drawings or other objects to the wall with any type of glue or tape, as the adhesive residue attracts dust and produces discolored spotting. Potted plants should not be placed on unprotected furniture or windowsills. Closets, cabinets and desks should be cleaned regularly of obsolete materials. The use of nails, tacks or staples in the wood trim of the rooms and corridors is prohibited, and no nails or tacks should be driven into the plaster. The hanging of pictures may be arranged with the Director of Facilities.

(b) Borrowing of church property shall be considered strictly limited in nature, and, when borrowed, shall be used solely for church-related activities of our own congregation and other churches. Authorization may be obtained only from the Executive Director or Director of Facilities, who may refer questionable requests to the Moderator of the Management Council.

(c) Staff members and church officers who are issued keys are expected to retain possession of such keys. They shall not be given to other persons, shall not be duplicated and shall not be left in desks overnight. Each employee and church officer is personally responsible for safekeeping of keys issued to him/her and shall not permit the copying of keys. The Director of Facilities controls the issuance of keys and maintains copies of all keys. Keys shall be turned in to the immediate supervisor by the last day of work for a departing staff member.

5.5 Church Parlor Complex

The Church Parlor complex is composed of the Parlor, the Bride's Dressing Room (Room 127) and the Kitchenette. Policies governing use of these rooms are as follows:

(a) The Parlor is to be maintained in a decorum suitable for a living room atmosphere for use at times of weddings, funerals, baptisms, receptions and other fellowship occasions desirable for that kind of setting.

(b) It is not intended that class room or dining activities or theater seating be in place, even upon occasion except the use by a regular adult Sunday morning class is permissible if the existing furniture is respected and not excessively moved. Exceptions must be approved by the Management Council. Except for the permitted uses approved by the Management Council, additional chairs may be brought in only for excess seating capacity purposes and only minor movement of the existing furniture. A last minute priority is given for funeral use of the parlor by families, expect for previously scheduled wedding activities.

(c) Exceptions of use are the Session's Preparation for Holy Communion or reception events using food typical for receptions upon the approval of the Director of Facilities.

(d) The Bride's Dressing Room (127) is intended for that use, and upon occasions when food is brought in while preparing for a wedding, such food must be confined to the Bride's Room and the Kitchenette area, and may not be consumed in the Parlor. At other times, this room may be used for classroom or committee meeting occasions.

(e) The Kitchenette may be used by those reserving either the Bride's Room or the Parlor, but advance negotiating and cooperation should be accomplished when simultaneous use occurs for different parties.

5.6 Modifications and/or Improvements to Church Property

(a) No material modifications and/or improvements to church property may be made to church property except in accordance with the process described in this section.

(b) All proposed modifications and/or improvements to church property (the "Proposal"), including the addition of art work of a permanent nature, shall first be approved as to concept and necessity by the governing Committee of the department seeking the modification and/or improvement or may originate from the Senior Leadership Team. If a "Proposal" involves donated funds, a "Memorandum of Understanding" between the donor and the church must be approved by the Executive Director.

(c) The Proposal shall be sent to the Facilities Committee, through the office of the Executive Director. The Executive Director will screen the Proposal in discussion with the Director of Facilities and the leaders of the department advancing the proposal to determine whether to request the Facilities Committee to review its feasibility. If sent to the Facilities Committee, it will, in coordination with the department advancing the Proposal, determine the feasibility of the Proposal and develop preliminary plans and pricing for the Proposal. In this regard, the Facilities Committee may utilize a Facilities Planning and Space Allocation team, Architectural Integrity, Special Arts and Furnishings team and such teams of the Committee as it deems appropriate.

(d) If the Proposal is deemed feasible, then the Executive Director will present it to the Management Council for approval of its funding and the implementation. If the Management Council determines that funds are not available from the General Operating Budget for the Proposal, and that, as a result, either reserve funds need to be utilized or a special fund-raising effort is needed, the Management Council must consult with the Administration and Finance Committee.

(e) A Proposal may only proceed if the project and the source of funding is approved by the Management Council. The Facilities Committee, in coordination with the requesting department, shall oversee the implementation of an approved Proposal. In this regard, the Facilities Committee may utilize a Facilities Planning and Space Allocation team, or a Architectural Integrity, Special Arts and Furnishings team and such other teams as it deems appropriate.

(f) Should the Facilities Committee and the requesting department be unable to agree on the feasibility of the Proposal, the requesting department, through its governing Committee, shall have the right to appeal to the Management Council.

(g) The Communications Department is authorized, empowered, and expected, subject to the oversight of the SLT and Sessions Communication Committee, to be the ministry area that controls and provides the content, wayfinding aids, and displays in the areas shown on the map approved by the Session (available on request from the Senior Leadership Team) designated for wayfinding, welcoming, and telling the story of the church, including the Welcome Center area, the Gym Lobby area, the information walls, and the location of screens for the "Communication Loop." These are to be the only areas of the church where wayfinding, welcoming, and communication media are located. (This provision was adopted by Session as recorded in minutes for its August 24, 2009 meeting; however, the approving body has been changed from the Session to the Management Council.)

(g) Any changes to church property that are not consistent with the current aesthetic or architectural appearance of an area of the church must be approved by the Management Council.

5.7 Policies Related to Church-owned Residential Properties

(a) Use

Church-owned residential properties may be used for staff residences or as residential properties leased to third parties. It is permissible for houses also to be used, in collaboration with the residents, for church programs and meetings, such as Bible studies. The Human Resources Committeewill have the authority to decide which of the designated houses is rented to a particular Associate Pastor or staff person. The Director of Facilities, in consultation with the Facilities Committee and Executive Director, shall operate and maintain the houses.

(b) Leases

A formal lease is required for all properties, included those rented to staff. This agreement will describe the church's responsibilities as opposed to the tenant's responsibilities with regard to liability coverage, repairs and maintenance, etc. All leases will expire on a common date each year. .

(c) Fair Rental Value

The Facilities Committee will from time to time establish a fair rental value (FRV) for each house.

(i) For houses used for church programs and thus not rented, such as the Mission House, the ministry utilizing the house must pay the FRV, less any property tax savings, out of its program budget.

(ii) For houses rented to staff that qualify for a tax-exemption, the rent paid will be the FRV less the amount of the tax savings.

(iii) All Pastors renting a house will pay the FRV less the amount of the tax savings. This rent will be included in the "Housing Allowance" portion of their "Base Salary" and will be deducted monthly.

(iv) All non-ordained staff persons renting a house will pay the full FRV (less the amount of the tax savings if it is available) unless a portion of the FRV is paid by the ministry area that the staff person serves out of its program budget. The portion of the rent paid by the staff person will be deducted from their compensation monthly. The balance of the rent must be paid from the program budget of the ministry that the staff person serves.

(v) Any residential property owned by the church not rented to an Associate Pastor may be rented at less than Fair Market Rental to a staff person with the concurrence of the Human Resources Committee as long as the ministry in which the staff person serves pays the difference out of its program budget.

(d) Residential Properties Fund

A "Residential Properties Fund" will receive credit for all rental income as received in accordance with the previous section. This fund will be utilized for all expenses related to the residential properties.

(e) Utilities

Each tenant of a residential property will be responsible for the payment of all utilities, including Associate Pastors and other staff; provided, however, a Department of the church may pay all or a portion of the utilities out of its operating budget.

5.8 Gym Hours and Policies

(a) The gym hours are set by the Executive Director in consultation with the Gym Coordinator.

(b) The gym must close by 9:30, except the Gym Coordinator may approve basketball league games from 9:30 to 10:30.

(c) The Gym must be scheduled for use through the Gym Coordinator.

(e) Staff may utililze the gym "spontaneously" during "open gym" but should try to schedule through the Gym Coordinator. They will need to locate a Sexton to unlock the gym and will need to be trained by the Gym Coordinator on the lights. If a staff person begins the use of the gym during "open hours," the staff person has accepted responsibility for the Gym and must ensure that a staff person is there at all times during its use and must lock it and turn off the lights when he or she leaves. During this time period of use, the staff person who initiated the activity is fully responsible for supervising the gym and closing it down after the use is over.

(f) When the Schools, Summer Splash, After Splash, or the Basketball League are utilizing the gym, they are fully responsible for supervising all activities in the Gym. During the hours scheduled for the Gym Coordinator, the Gym Coordinator is fully responsible.

(g) There is no renting of private parties or usage of the gym by outside or inside groups related to HPPC.

(h) Day School and Hillier School gym staff should coordinate with the Gym Director over space, usage, supplies, and times needed.

(i) Staff and/or sextons needing to open the gym for anyone that is not on staff must first contact the Gym Coordinator.

(k) Outside coaches, tutors, skill instructors wishing to use the gym for training or skill development are not allowed without the approval of the Executive Director.

Section 6 Providing Food and Beverages, Meals and Hospitality

6.1 Catering

(a) Exclusive Arrangement Terms

The church has entered into a lease agreement with the Preston Hollow/Highland Park

Catering Company ("HP Catering"). HP Catering should be given a "right of first refusal" for all hospitality events at the church (except for the exceptions described below) and, unless an acceptable understanding with HP Catering as to the pricing or the type of food cannot be worked out, HP Catering should be utilized for all events. Except for the specific exceptions described below, the Executive Director must approve any other exceptions to the exclusive use of HP Catering for all church hospitality events

(b) Exceptions to Exclusive Arrangement

For weddings, funerals or memorial receptions, a different caterer may be utilized at the discretion of the family; however, HP Catering should always be recommended to the family. HP Catering does not need to be utilized for small gatherings, such as Committee or staff meetings.

(c) Special Rules for Beverages

HP Catering will only provide beverages for events for which food is also purchased. If food is not purchased, HP Catering should not be contacted for beverages for small gatherings, meetings or other ministry initiatives, nor should the Director of Facilities or any other church staff other than the Front Desk Manager. Arrangements for coffee on Sunday morning must be approved by the Director of Congregational Life. For small gatherings during the day, the Front Desk Manager may be contacted, in advance, and will ensure that sufficient beverages (coffee or ice water) will be available in the Welcome Center. Coffee and other beverages may be ordered or purchased from other sources for small gatherings.

(d) No Access to Kitchen

Only HP Catering may utilize the kitchen of the church. In rare events, where outside caterers are used, they may not utilize the kitchen or have access to it. Neither staff, except for the Director of Facilities and the Facilities staff under the supervision of the Director of Facilities may have access to the kitchen.

(e) Room Set Up – Tables, Chairs, and Accessories

A room and date and set-up for an event being catered must follow the same procedures for scheduling any event. The Director of Facilities, as with all events, use his staff to set up tables and chairs and to take them down and clean the room after the event. Everything else needed for the event – tablecloths, glasses, flatware, everything – must be arranged for through HP Catering. For the rare events where an outside caterer is used, they must bring everything needed from the outside and cannot access the kitchen for supplies or accessories.

(f) Placing orders

Only staff persons of HPPC should contact HP Catering for hospitality events at the church. The staff person must contact HP Catering directly to place an order. Contact information is available from the Front Desk Manager. There must be a staff name (the person placing the order) and the function name on every order. Highland Park Catering will not accept an order unless it includes all of this information and HP Catering should place all of this information on the invoice. Providing the staff name on the order ensures that Highland Park

Catering knows who to send the invoice to. Providing the function name minimizes confusion when invoices are received late or duplicates are sent.

(ii) After the event, Highland Park Catering will send the invoice with the staff name and function name on it to the person who placed the order. The staff person who receives the invoice should promptly work out any corrections that need to be made with the caterer and then place the account number on the invoice from which it is to be paid, sign the invoice as approved, with the date of approval, and take a hard copy to Becky Barnett (in the Finance Office), who will process it like all other request for payments. The staff person receiving the invoice should keep copies of the invoice submitted for payment for a reasonable time to help ensure that there is no duplication of invoicing.

(iii) If a staff person who submitted an invoice is contacted by Highland Park Catering about "late payment," the information should be forwarded to the Administrative Associate in the Senior Leadership Team immediately and she will investigate it. The Administrative Associate in the Senior Leadership Team will confirm whether the invoice was approved for payment or not, will communicate with the Accounts Payable Coordinator (in the Finance Office) to be sure the invoice has not somehow already been paid or submitted for payment, and will communicate with Highland Park Caterers the status of the invoice.

(iv) If a staff person receives an invoice more than 30 days after an event, it should be forwarded to the Administrative Associate in the Senior Leadership Team and she will investigate it. She will confirm whether the invoice was approved for payment or not, will communicate with Accounts Payable Coordinator (in the Finance Office)

to be sure the invoice has not somehow already been paid or submitted for payment, and will communicate with Highland Park Caterers the status of the invoice.

6.2 Miscellaneous – No removal of equipment

No kitchen equipment, i.e., china, silver, flatware, linens shall be removed from the church premises for any purposes, except as approved by the Director of Facilities.

Section 7 Communications Ministry

7.1 Communications with the HPPC Community

The Director of Communications has authority over all ministry-related communications by staff and HPPC ministries with the church community through social media, e-mail, mailings, print materials, and other communications channels. The communication guidelines are available upon request.

7.1 Social Media

The Director of Communication must approve the creation of any social media accounts through which staff or HPPC ministries communicate with the HPPC community in connection with ministries of HPPC. If the social media account is approved, the Director of Communications must be given administrator rights. HPPC staff should consult the Digital Presence guidelines in the HPPC Personnel Manual.

7.2 Accessing Communication Resources

(a) Accessing the communication resources of the Communications Department of the church may only be initiated by a staff person of the church. Before an event may be promoted it must be approved for placement on the church calendar. See Section 4 of this Manual for the approval process.

(b) The next step is to contact the Director of Communications by e-mail or in person to develop a communications plan; however, all staff are encouraged to contact the Director of Communications as early as possible in the planning of an event so that a communications plan may be developed.

7.4 Mailing, and More

Mailings from HPPC using the addressing equipment, the HPPC mailing permits, and subsequent reduced postage will require coordination with the Mailroom through the Director of Administration and Finance. Each time the Communications Department does a mailing it must have funds already in its account to cover the costs. The Communications Department will work with you to ensure mailing will happen on time. Contact with the Mailroom Coordinator should be made to verify sizes and design. He will provide advice on the use of papers, folds, thicknesses, etc. that will or will not work with the machines at the church. If deliverables outside these parameters are needed, an outside source may be used.

7.5 Non-HPPC Ministries

It is recognized that many HPPC staff and members are involved in other great ministries; the church, however, prohibits the promotion of any outside ministries in our publications, on the web site or around the HPPC campus facilities because of the limited resources of the church, the lack of time to distinguish between valid and invalid requests, and a desire to focus the attention of church members on HPPC activities.

7.6 Logo Usage Guidelines

The impression of an organization is often conveyed by visual communications. In order to maintain consistency and integrity in the usage of the HPPC logo, the Communications ministry has developed guidelines for use of the logo and must be followed. They are available upon request.

Section 8 Financial Policies and Procedures

8.1 Solicitation of Funds; Fund-Raising; Ticket Sales; Sale of Products

No solicitation of funds may take place except for General Offerings, Designated Giving Opportunities (see the following Section), and Session-approved special offerings.

Independent fund raising campaigns within our church are normally prohibited for the following reasons:

(a) Such campaigns infringe upon our Presbyterian mode of government in which elected officers set the policy and govern programs.

(b) Permitting such campaigns would tend to discourage good planning and good budgeting. If a particular church group did plan ahead and submit a budget request which was subsequently turned down, it would be unwise to permit that group then to raise funds for their projected program that had already been denied through normal channels of program and budget setting.

(c) We should always make the annual budget campaign the pre-eminent asking for funds for church activities, and our members might well feel put upon if they were besieged throughout the year by other askings. In fact, we already conduct several askings each year as authorized by the Session

(d) We do not want to create a situation where various church groups are competing for our members' dollars in a number of independent campaigns. Such a situation might tend to cause fragmentation and hard feelings.

(2) However, it is impossible to foresee all financial contingencies in advance, especially in our church where the budgeting operation occurs a full 12 to 18 months before programs are executed. In recognition of this fact, some campaigns might be acceptable, and the most important consideration is that they be screened, approved, and controlled by the Management Council. If a few such campaigns are permitted, they should conform to the following guidelines:

(a) Ticket sales are prohibited except insofar as the ticket represents the cost of a dinner. The only exception to this is certain pre-approved musical entertainment programs. All programs within the church constitute an outreach ministry and should not be offered for sale.

(b) The sale of purely commercial products for profit, such as books, records, cosmetics, clothing, etc., is prohibited except as approved by the Session and except in relation to musical products, such as CDs, or books, sold at special events at which the artist or author are present.

(c) No sales of tickets or any type of product for profit or otherwise may be conducted in the Sanctuary, or any area related to the Sanctuary, particularly the Narthex

(c) Approved independent campaigns shall take the form of simple, direct askings; or, if something is to be sold, the item sold shall be either personal services or personally produced products.

8.2 Confidentiality of Donors

The identity of donors to the general operations budget, and the amount given, is confidential. Only the Director of Administration and Finance is permitted to match donations to the general operations budget with the name of the donor. All others may receive donation information only on a "blind" basis that does not disclose the name of the donor. Donations to DGOs are not considered confidential. Special gifts, bequests, and inheritances are not considered confidential unless designated by the donor or in the document governing the bequest or inheritance. In the event confidentiality is requested, the name of the donor will remain anonymous to the Congregation to the extent practicable (unless the donor waives this requirement), but the Department Director, Senior Pastor, and Executive Director may know the identity of the donor and contact them directly.

8.3 "Pass-through" Donations Prohibited

The church may not act as a tax-deductible conduit of donations to designated individuals or to entities unless a direct donation to the individual or the entity would qualify for a tax deduction. If a person desires to make a gift to the church and designate a donee that would qualify for a deduction if the gift were given directly, the church may act as a conduit if the Benevolence Committee reviews the proposed donee and finds it to be an appropriate recipient of funds from HPPC.

8.4 Requirement to Create and Maintain Separate Accounts for the Repair and Replacement Fund, Working Capital Reserve, and Memorials

Commencing on September 1, 2009,

(a) Amounts budgeted to be paid to the Repair and Replacement Fund shall, when expensed, be placed in a separate cash or cash equivalent account.
(b) Amounts budgeted to be paid to the Working Capital Reserve, shall, when expensed, be placed in a separate cash or cash equivalent account.
(c) Beginning with contributions received after the Session authorized the policy change on September 1, 2009, an amount equal to any memorial gift, Designated Giving Opportunities donation, or any contribution classified as Temporarily Restricted-Donor Restricted shall be segregated into, and remain in, a separate cash or cash equivalent account until utilized for an expense that satisfies the condition placed on the contribution.

8.5 Use of funds

(a) General Offerings

General offerings given to the church for the general operating budget are unrestricted and may be utilized for the general operating budget; however, if there is a surplus remaining at the end of a church fiscal year, the surplus may be utilized for any purpose at the discretion of the Management Council. The Executive Director will consult with the Administration and Finance Committee and will make a recommendation for the use of any surplus.

(b) Plate Offerings

Plate offerings (cash and checks without notations placed in the offering plate on Sunday morning) are considered unrestricted gifts to the general operations budget.

(c) Special offerings and gifts, bequests, and inheritances

(i) Gifts to ministry areas: Unsolicited gifts to a ministry area less than $15,000 may be accepted by a Department Director and placed in a restricted fund ("Discretionary Account") for the use of the Department Director in a manner consistent with any donor restrictions. If an unsolicited gift is offered that would exceed $15,000 ("Special Gift"), then the Senior Pastor and Executive Director must approve the restrictions placed on the gift and the acceptance of the gift and report their decision to the Administration and Finance Committee and the Management Council before the gift is accepted. The use of a Special Gift will always be controlled by the donor restrictions.

(ii) Other special offerings and gifts, bequests, and inheritance given or received with a restriction will be maintained in designated (permanently restricted or temporarily restricted) accounts and only utilized for the purposes designated by the donor or for the purposes for which the funds were solicited. If no requirements were placed on the offering, gift, bequest, or inheritance and it was not part of a campaign for a specific purpose, the funds are considered unrestricted and may, at the discretion of the Executive Director, be placed in the Working Capital Reserve or the Repair and Replacement Reserve or retained in the general operating account to be utilized for general cash needs.

(d) Designated Giving Opportunities

Funds given to a Designated Giving Opportunity (DGO) may only be utilized for that DGO. The policies and procedures for DGOs are as follows:

(i) A Designated Giving Opportunity (DGO) budget will be finalized annually by the Management Council and presented to the Session for final approval. The policies and procedures for DGOs will be reviewed, updated, and approved by the Management Council each year and will be communicated to ministry areas requesting a DGO. The provisions in this Manual will control any inconsistencies in the annual guidelines.

(ii) The Outreach Committee will develop a Benevolence DGO budget annually during the budget cycle.

(iii) The total amount of the DGO budget will be controlled to minimize the impact on the General Offerings (although research may have shown that persons that give to DGOs actually increase their General Offerings giving; nevertheless, there is a possibility that donors will divert giving from General Offerings to DGOs and thus it is appropriate to review the total amount of DGOs allowed).

(iv) Any amounts given over the budget for a Benevolence DGO may be utilized by that DGO.

(v) In building the budget for a particular year, the Management Council may take into consideration the balance of DGOs, Special Gifts, and other Discretionary Accounts available to a Department and may for a year or so reduce the General Offerings budget for that area because of the availability of the DGO, Special Gifts funds, and Discretionary Accounts.

(vi) To be eligible to be a DGO, a ministry must meet the definition of a "Benevolence," (see Section 8.8(a)), have a supporting ministry team and either be a part of the current general budget or be the subject of a request in the prior or current year to be added to the budget by the ministry area requesting the DGO. As an exception to this rule, a DGO for "World Missions Special Projects," "World Relief Special Projects," and "Urban Ministry Special Projects" may be created annually. These Special Projects DGOs may establish general categories or guidelines for the use of donated funds and may solicit, accept and utilize donations within the parameters of these categories in the same manner as any DGO even if a supporting ministry team does not exist in relation to the purpose of the donation.

(vii) These Special Projects DGOs may accept, but not solicit in written communications without Session approval, donations for special projects that do not fit in the published categories or guidelines of the Special Projects DGO. A donation into one of the "Special Projects" DGOs that does not fit within its published categories or guidelines must be reviewed and approved by the World Mission Team, the World Relief Team, or Urban Team, as appropriate, before it is irrevocably accepted by the church and the donor must be informed of the policy below that DGOs "are above and beyond general giving."

(viii) Any written solicitation, including regular church communication pieces, for funds for a DGO will contain the disclaimer that "the primary way that we invest in the kingdom of God is through investing in ministries supported by the General Budget, but we also have DGOs as a way to give above and beyond our general giving." This will help people know that the priority is always given to the general budget, but DGOs are a way to give above and beyond the general budget.

(ix) Church wide mailings or e-mails to solicit funds for DGOs need to be approved by Management Council.

(x) Articles in regular church communications or targeted solicitations from members or non-members for DGOs do not need Management Council approval, understanding though that the DGO policy currently states that any fund raising is "to

encourage contributors to invest in the ministry in an amount that is over and above what they invested in the General Operating Budget in the previous year."

(e) Memorial Gifts To The Church

General Memorial Gifts are those memorial gifts given to the Church where the deceased family or the donor has not placed any restriction/designation on them. The Session has authorized these General Memorial Gifts to be used towards capital improvements, furnishings, yard and grounds of the Church facilities. Designated Memorial Gifts are those memorial gifts designated by the deceased family or by the donor to be given to any other department outside those covered in General Memorial Gifts.

General Memorial Gifts and Designated Memorial Gifts received by the church must be deposited into, and remain in, a separate cash or cash equivalent account until utilized in the manner described in this Section. As an accounting practice, it is understood that memorial funds will first be placed in the general operating fund and then an amount equal to all memorial gifts received in the month shall be transferred monthly into the segregated account.

In cases where General Memorial Gifts total $5,000 or more for a particular deceased person, a separate general ledger account should be established bearing the name of the person being remembered.

The form used by Congregational Life and Pastors for funeral planning includes a question for the family of deceased regarding memorial gifts given to the Church and as to whether they should be designated or to go to the General Memorial Fund. Congregational Life will notify Finance if such a designation is requested; and Finance will in turn notify the appropriate committee (Facilities for General or the designated Committee).

The Finance office is responsible to have acknowledgments mailed, both to the donor and to the family of the person being honored with the memorial gift for a General Memorial Gift. The designated department receiving the Designated Memorial Gift is responsible to have acknowledgments mailed, both to the donor and to the family of the person being honored with the memorial gift.

On behalf of the Session, the duty to consider appropriate uses for General Memorial Gifts is assigned to the Facilities Committee, who may choose to solicit project support and guidance from Architectural Integrity, Special Arts and Furnishings Team. The Facilities Committee shall develop proposals for approval by the Management Council about where and how the church premises could be enhanced with the expenditures of memorial funds for any projects with estimated expenditures over $1,000. Prior to commitment of the expenditure with an outside vendor, a project budget should be prepared and provided to the Finance Department. The Finance Department will review and determine, based on other cash flow requirements of the Church, when the funds will be available for the project. Expenditures less than $1,000 can be made without such approval.

In cases where the amount of gifts exceeds $5,000, it might be appropriate for the Facilities Committee to confer with the family of the memorialized person regarding the use of the funds, but this approval is not necessary. In many instances, it is difficult to determine who has authority to speak on behalf of the entire family.

General Memorial Gifts to the church are to be used on the premises of the church, and not ordinarily forwarded elsewhere. Should the Facilities Committee have any problem or need for guidance concerning the disposition of memorial funds, such need would be forwarded to the Management Council.

(f) Special Offerings

The following annual special Sunday morning offerings are deemed to be approved annually unless the approval is negated by the Management Council: monthly Good Samaritan Fund (at the discretion of the Senior Leadership Team, the General Operations Budget may include an amount for the Good Samaritan Fund so that special offerings are not taken); Palm Sunday/Easter – Outreach designated recipient; Thanksgiving – Outreach-designated recipient; Christmas- Outreach-designated recipient; Youth Pancake Breakfast – for Youth mission trips. Offerings to the Good Samaritan offerings must comply with the following policy: an envelope must be prepared for the offering and only the offerings put into the offering will go for the purposes of the offering. For all other special offerings all loose cash and checks not specifically designated for some purpose other than the special offering, will go to the special offering.

8.6 Capital Asset Reserve (formerly "Repair and Replacement Reserve/ "Sinking Fund")

(a) The Senior Leadership Team will not fail to have a Property Condition Assessment similar to the Gabion Report and Capital Assets Reserve Expenditure Schedule, dated August 2016, prepared, reviewed, or updated by a professional company every three years covering a rolling twenty-year period.

(b) The Senior Leadership Team will not fail to have each new Property Condition Assessment and Capital Consideration Schedule reviewed by the Facilities Committee and the Administration and Finance Committee.

(c) The Senior Leadership Team will not fail to have a new Three Year Capital Asset Budget Plan reviewed by the Facilities Committee and the Administration and Finance Committee every three years upon the preparation of a new Property Condition Assessment.

(d) The Capital Asset Reserve Expenditure Schedule, dated February 10, 2017, is adopted as the capital asset replacement budget and schedule for the next twenty years and the Senior Leadership Team is charged with its implementation, guided by the Gabion Property Condition Assessment, dated August 17, 2016.

(e) The target balance for the Capital Asset Reserve will be maintained at a level of $1,000,000 or above at the end of each fiscal year. If it falls below $1,000,000 at the end of the year, then one-half of future surpluses will be dedicated to the reserve and the following year's budget for the reserve will be increased by $100,000 until the $1,000,000 level is reached.

(f) The annual budget in the General Operations Budget allocated to the Capital Asset Reserve will be maintained at the current level of $255,000 per year as shown on the Capital Asset Reserve Expenditure Schedule.

(g) An amount up to the current actual balance for an Item on the Capital Asset Reserve Expenditure Schedule may be expended in a current fiscal year by the Senior Leadership Team, in consultation with the Administration and Finance Committee, the Facilities Committee and the Management Council, for its intended purpose as long as the total actual balance for all Items on the Schedule is greater than the projected balance for all Items as shown in the Capital Consideration Schedule. If the total balance is not greater, then the approval of the Management Council must be obtained, in consultation with the Facilities Committee and the Administration and Finance Committee.

(h) The primary purpose of the Capital Asset Reserve is to provide financial resources, other than a capital campaign or a loan, for the replacement of major building systems as each reaches the end of its useful life; provided, however, as shown on Capital Asset Reserve Expenditure Schedule (Items B.12 – B.15) the reserve may be utilized for other smaller physical assets or building components with a useful life in excess of five years. It is anticipated that the regular "repair and replacement" budget for Facilities in the annual General Operations Budget will be sufficient for the repair and replacement of physical assets or building components with less than a five year useful life). Utilization of funds from the Capital Asset Reserve for other purposes must be approved by the Session.

8.7 Working Capital Reserve

Ordinarily the General Operations budget will include an annual amount to be placed into the Working Capital Reserve. The release of funds from the Working Capital Reserve requires Management Council approval. The level of the Working Capital Reserve should be approximately $1.2 million (which is an amount that is between 10% of the general operating budget and two months of cash needs for operations), but the Management Council may utilize the Working Capital Reserve in a manner that decreases the balance below this target level for the purposes set forth below. The purposes of the Working Capital Reserve are:

(a) As a source for capital needs, or for special expenditures, when the church program and mission budget does not provide sufficient funds for capital expenditures or special expenditures;

(b) As an emergency fund for unforeseen contingencies

(c) As source of funds if operating cash becomes low because of decreased in giving or seasonal fluctuations in giving

8.8 Building the Budget

The process for building the budget is set forth in Section 2.4.

8.9 Miscellaneous Financial Policies

(a) "Benevolence" Definition

A "benevolence" is defined as follows:

Organizations or activities that are primarily dedicated to evangelism, mission, or outreach and (a) which are not governed or managed by HPPC; or (b) if governed and managed by HPPC, which are directed primarily at beneficiaries who are not members of HPPC.

Evangelism is the activity of influencing others within our own culture through acts of love and words of truth to take a step toward Jesus Christ, toward a saving faith in Christ. Mission is the same activity directed toward those of another culture. Outreach is any activity that addresses basic human needs through a vehicle that points to Jesus Christ.

To simplify the understanding, practice, and measurement of "Benevolence," the church will not internally re-allocate to benevolence any of our costs related to administration, facilities, or personnel costs; nor will we attempt to allocate all or any portion of the costs of worship, discipleship, congregational care, or any other ministry activities that take place on our campus or are directed primarily to members even though all of these activities contribute in significant ways to evangelism, mission, and outreach.

(b) Disposition of assets

Except for immaterial disposition of deteriorated or outmoded property, the disposition of assets must be approved by the Management Council.

(c) Acquisition of assets

Except for purchases contemplated within a line item budget, all material purchases of assets must be approved by the Management Council.

(d) Staff approval by a Director required for acquisition and contractual obligations

(i) Department Director approval is required if acquisition or obligation is over $1,000

(ii) Executive Director approval required if acquisition or obligation is over $5,000

(e) Only staff may obligate the church contractually; approved reimbursements

Only staff may obligate the church contractually or financially. Lay persons cannot obligate the church. Lay persons may seek re-imbursement for staff-approved acquisitions and contractual obligations – but must provide evidence of approval of an authorized staff persons as provided in Section 8.3 above. A Sales Tax Certificate is available at the church from the Director of Administration and Finance. Reimbursements for sales taxes will not be made.

(f) Request for Payment process

A Request for Payment form must be utilized to obtain a check from the Administration and Finance office. The required form may be obtained from the Administration and Finance office.

(g) Ministry Budget Limits; Confidentiality, Changes in Line Items; Year End Spending

(a) Each Department is provided with one or more budgets annually for its ministry activities. This budget includes individual line items for "Personnel" and for "Programs." The supporting information for the "Personnel" line items is not provided and is known only to the Senior Pastor, Executive Pastor, Executive Director, Director of Administration and Finance, and the Human Resources Committee. The Department Director for the ministry area is provided detail for the Personnel budget but only in their Department. The total budget of a Department is not to be exceeded without Management Council approval.

(b) Within each ministry budget, the Department Director may spend its funds for other purposes than those identified in the Program line items as long as the purpose is consistent with its Ministry Action Plan and core activities. If the funds are to be spent for a purpose that is covered by an existing line item, the expenses should be charged to that existing line item. If the funds are to be spent for a purpose not covered by any line item, they should be charged to "Special Expenses." Following this procedure is important because doing so will maintain the accuracy of each line item in that it will be assumed that the funds shown as spent within the line item were, in fact, spent for the purpose identified in the line item. Knowing that the line items are accurate will help plan for the future.

(c) At the end of the year, as a total church, the church operates at a surplus or a deficit and it is usually not known which it will be until August 30th, the last day of the fiscal year. If a ministry area does not spend all of its funds, and the church as a whole experiences a deficit, then the unspent funds help to make the deficit smaller. If the church experiences a surplus, then the unspent funds will go into the Working Capital Reserve along with the rest of the surplus that is not allocated to benevolences by the "two-thirds" rule. Funds in the Working Capital Reserve can be accessed for special ministry needs with Session approval. Thus, unspent funds are not "lost." They benefit the whole church in some way: either by increasing the Working Capital Reserve, or reducing a deficit. A ministry is empowered to spend its entire budget in the manner the governing Committee determines. At year end, as a Committee considers whether to spend "unspent funds," keep in mind that these "unspent funds" are not lost – they will still benefit the entire church. And, if the unspent funds go into the Working Capital Reserve, and the Working Capital Reserve is at a healthy level, the ministry area and others may be able to access the Working Capital Reserve for special needs. Consider this "rule of thumb": if a ministry area has "unspent funds" and has to sit down as a ministry area and find a new use for funds not previously identified, then the Committee should lean toward not spending the funds and leaving an "unspent balance" in its ministry area budget; but, if it has previously identified a need that it wanted to address, but did not have the funds for, then it might lean toward spending some or all of the remaining funds in the ministry area for this purpose.

(h) Investment and Interest Income

Investment and interest income is not utilized for the General Operating Budget. Investment income or interest income from restricted accounts may only be utilized by the Session for purposes consistent with the donor's restrictions and will be re-invested and maintained in the designated account. Income from unrestricted investments will also be re-invested, but both the income and the principal of unrestricted investments may be utilized for any purpose at the discretion of the Session. Interest on general cash and unrestricted cash donations will accrue within the Working Capital Reserve.

(i) Personnel Percentage

Total personnel cost, including all church operations (except for the Hillier School and HP Day School) should not exceed 50% of the projected total sources of funds (including all sources except investment income or interest, or special capital campaigns).

(j) Annual audited financial statements

An annual audit of the church financial statements and practices shall be conducted under the supervision of the Administration and Finance Committee.

(k) Investment policy periodically reviewed

The Administration and Finance Committee shall periodically review and update the investment policies it follows in connection with investing the assets of the church and will report this policy periodically to the Management Council for its review.

(l) Interest on Idle Funds

In general, it is discouraged to have separate accounting to accrue interest to a particular fund, particularly when the expected annual income would be less than $1,000.

(m) Purchasing and Bill Paying

The following policies and procedures shall be followed in purchasing supplies and equipment, materials and services for all phases of the church program:

(a) Purchases shall be made on a cash or open account basis payable within 30 days. Nothing may be purchased on a deferred or installment payment plan except on the approval by the Management Council after consultation with the Administration and Finance Committee.

(b) When a purchase is made, the church's request for payment form should be signed by someone with purchasing authority, and kept by the ordering department so that when the statement or invoice is received, it can be checked with the request for payment given by the staff member. A signed copy is then forwarded to the Administration and Finance Office, along with supporting documentation, such as an invoice, notation of committee approval, etc., to process payment. HPPC staff should consult the HPPC Personnel Manual for the polices related to the request for payments.

8.10 Explanation of the Income Statement and the Sources and Uses of Funds

(a) Introduction to the Income Statement

The primary purpose of the monthly “Income Statement” circulated by the Administration and Finance Committee is to facilitate the comparison of the actual financial activity of the church against the budgeted financial activity. This comparison is utilized to manage the activities of the church.

The Income Statement could be more accurately entitled a "Source and Use of Funds Statement." It summarizes all sources of funds and all uses of funds for the operations of the church within a fiscal year.

In the first column, it shows the amount "budgeted" for all sources and uses of funds to be utilized by the church for the entire fiscal year. In the second column, it shows the actual funds received and the actual funds expended up to the end of a particular month. In the third column, it shows the amounts that were budgeted for the same period reflected in the second column. In the fourth column, for convenience, it reflects the variance between the second and third column, that is, between the amount actually received or expended and the budget. The fifth column shows the amount of funds that are budgeted to be received or utilized for the balance of the year.

(b) General Operations" Section of the Income Statement

"*General Operations*" are those activities of the church that are supported only by "General Offerings" and not from any revenue-generating activity and not by special funding sources.

(1) General Operations – Source of Funds

As reflected on the Income Statement under "General Operation - Sources of Funds," "General Operations – Uses of Funds – Other," HPPC currently receives and utilizes funds from only one source for General Operations:

(i) General offerings: the "tithe" or regular giving expected of each member; all undesignated, unrestricted offerings (except for the "plate cash offerings) – these funds may be used only for purposes approved by the Session in the General Operations Budget

(2) General Operations – Uses of Funds

As reflected on the Income Statement under "General Operations – Uses of Funds," the church utilizes General Offering funds for General Operations and for the support of "Other Operations."

The activities comprising General Operations and the funds used to support these activities are the following:

(i) The **Ministry Matrix**, which includes:
A. The personnel costs for the Ministers of Word and Sacrament
B. Benevolences
C. The personnel and program costs for the Life Stage and Program Committees

(ii) **Shared and Support Services**, which includes:
A. Governance – the funds contributed by the church in support of our denomination and general Session operating expenses

B. Management and Support Services, which includes the personnel and program costs for the Senior Leadership Team

C. The personnel and operating costs of the Administration and Finance Department and all church insurance costs

D. Debt Service and Repair and Replacement Fund – funds paid on debt and placed into a balance sheet fund for future facility expenses and capital expenditures

E. Personnel and operating costs for Facilities, which includes all utilities, all repair and replacement, and all landscaping

As reflected in the row "Total General Operations" under "General Operations – Uses of Funds," not all of the General Offerings are utilized for General Operations. In the next sub-section of the Income Statement, "General Operations – Uses of Funds – Other," it is shown that the General Offerings are also utilized to support one "Other Operations": Childcare. "Other Operations" are discussed more fully below.

The row "Total Uses of General Offerings," of course, reflects the total uses of funds under "General Operations – Uses of Funds" and in the budget equals the amount shown in "General Operations – Sources of Funds."

(d) "Other Sources & Uses of Funds" Section of the Income Statement

(1) "Sources of Funds", Offerings/Gifts Sub-section

(i) Plate Cash offering: the loose cash placed in the offering baskets or plates – these funds go directly in the Working Capital Reserve and are not used for General Operations, Benevolences, or Other Operations

(ii) Benevolence Designated Giving Opportunities: these are restricted gifts, over and above the "tithe" or regular giving by a member or guest, that are designated for specific benevolence purposes; the Session approves a list of Designated Giving Opportunities each year.

(iii) Benevolent offerings: these are unsolicited gifts, over and above the "tithe" or regular giving by a member or guest, that are restricted by the donor for a particular benevolence purpose; these are also specially approved giving campaigns approved by the Session for benevolence purposes, such as the "One Great Hour of Sharing," the "Good Samaritan Fund," the "Katrina Fund," and other special benevolence offerings at Thanksgiving and Christmas; or special programs.

(iv) Other offerings/gifts: these are unsolicited gifts, over and above the "tithe" or regular giving by a member or guest, that are restricted by the donor for a particular purpose and may be utilized only for that purpose.

(2) "Use of Funds" and "Transfer to Net Assets" sub-sections

As reflected on the Income Statement in "Other Sources and Uses of Funds," the church expends certain funds only if they are donated to the church. In other words, if the church does not receive the funds, it does not spend the funds. These areas were discussed previously above:

(i) Plate Cash offering: the loose cash placed in the offering baskets or plates – these funds go directly in the Working Capital Reserve and are not used for General Operations, Benevolences, or Other Operations

(ii) Benevolence Designated Giving Opportunities: these are restricted gifts, over and above the "tithe" or regular giving by a member or guest, that are designated for specific benevolence purposes; the Session approves a list of Designated Giving Opportunities each year. For accounting purposes, these funds are "accrued," that is, deemed to be spent, in the year received. If they are not spent in the year received, they are "transferred" to the Balance Sheet and shown as a "net asset" on the Balance Sheet.

(iii) Benevolent offerings: these are unsolicited gifts, over and above the "tithe" or regular giving by a member or guest, that are restricted by the donor for a particular benevolence purpose; these are also specially approved giving campaigns approved by the Session for benevolence purposes, such as the "One Great Hour of Sharing," the "Good Samaritan Fund," the "Katrina Fund," and other special benevolence offerings at Thanksgiving and Christmas; or special programs. For accounting purposes, these funds are "accrued," that is, deemed to be spent, in the year received. If they are not spent in the year received, they are "transferred" to the Balance Sheet and shown as a "net asset" on the Balance Sheet.

(iv) Other offerings/gifts: these are unsolicited gifts, over and above the "tithe" or regular giving by a member or guest, that are restricted by the donor for a particular purpose and may be utilized only for that purpose. For accounting purposes, these funds are "accrued," that is, deemed to be spent, in the year received. If they are not spent in the year received, they are "transferred" to the Balance Sheet and shown as a "net asset" on the Balance Sheet.

(c) "Other Operations" Section

"*Other Operations*" are those activities of the church that, in certain circumstances, generate revenue by charging for services or for the use of the church facility. "Other Operations" are supported not only by these revenues, but also by "Internal Transfers" from within the church and by "General Offerings Support." The "General Offerings Support" is established as the amount necessary for the "Other Operations" to break even.

As reflected on the Income Statement under "Other Operations," HPPC currently receives and utilizes revenues from several activities that take place on church property:

(1) Sports Ministry – the Sports Ministry primarily involves the use of the gym by the Day School, Hillier School, and other church programs, but also involves charging for the use of the gym for other purposes. Its primary source of income is the annual basketball league.

(2) Child Care – the Child Care program coordinates the Child Care ministry of the church and uses a combination of paid staff and lay volunteers or servants. It provides child care without charge on Sunday and Wednesday evening. It provides child care during the week for a fee to staff of the church, Day School, and Hillier School.

(3) Residential Properties -- the church owns 12 houses and receives fair market rental from either a third party tenant, a church staff tenant, or a church ministry that is utilizing the house.

The "Transfer to Net Assets" reflects a surplus or a deficit of an Other Operations. Rather than impacting the "bottom-line" of the Income Statement, the surplus or deficit is reflected on the Balance Sheet as the net asset fund balance for the Other Operations is increased or decreased by the surplus or deficit. The "Transfer to Net Assets" records on the Income Statement that the amount of the surplus or deficit has been, in effect transferred to the Balance Sheet.

(e) "Summary" and "Totals" sections of the Income Statement

(1) "Summary" Section

This Section summarizes the totals from the other three main categories: General Operations, Other Sources & Uses of Funds, and Other Operations.

(2) "Totals" Section

This Section brings down and totals the information from the "Summary."

8.11 Introduction to Non-profit – Net Asset Fund Balance accounting

(a) Introduction

In "for profit" accounting, "assets" minus "liabilities" equal "shareholder's equity." If a 'for profit" organization liquidates all of its assets, and pays off all of its liabilities, the "shareholder's equity" is left to distribute to shareholders. On a "for profit" balance sheet, the "Asset" section represents tangible things, like cash, investments, land, buildings, and equipment. The "Liability" section and the "Shareholder's Equity" sections represent not tangible things, but obligations – the categories within these sections of "Liability" and "Shareholder's Equity" dictate how the Assets must be utilized if the organization is liquidated.

In a non-profit organization, "Assets" minus "Liabilities" equals "Net Assets." If a non-profit organization liquidates all of its assets, and pays all of its liabilities, what is left is an amount of cash equal to the Net Assets. Just as with "Liabilities" and "Shareholders' Equity" with "for profit" organizations, the sections of "Liabilities" and "Net Assets" on a non-profit organization's balance sheet do not represent tangible things, but rather provide direction on how the assets are to be utilized in the future.

"Actual" assets	**Intended Future Use of Assets**	
Assets	**less Liabilities equal**	**Net Assets**
Assets are tangible things like cash, investments, land, buildings, equipment	Liabilities are not "tangible things;" they are legal obligations that an	Net Assets are not "tangible things;" they are a classification of the Assets. They guide how a non-profit corporation may utilize its Assets and they track the source of the inflows that give

	organization has like loans	rise to Assets. A Net Asset balance that is restricted can only be reduced if an Asset of the organization is utilized for the purpose specified in the restriction

Of course, a non-profit organization does not have shareholders that expect a return on investment. The persons interested in a non-profit organization are those that contribute assets to it. Thus, one of the primary concerns of accounting for non-profit organizations is to ensure that assets that are contributed to it are recorded in a way that reflects the source of the contribution and that ensures that the contribution is utilized for the purposes for which it was contributed.

The primary accounting practice for keeping up with the source of contributions and limits on the use of contributions is the practice of classifying Net Assets. A non-profit organization classifies contributions or revenues into unrestricted, temporarily restricted, and permanently restricted net assets for this primary purpose of ensuring that it uses the contribution for the purpose intended.

No expense or other use of assets can be credited against a Temporarily Restricted or Permanently Restricted Net Asset Fund Balance unless the expense or other use complies with the restrictions placed on the Net Asset Fund Balance.

(b) Net Asset Classifications

The Net Asset Classifications of the church and the definition of each are:

Unrestricted: this classification is for net assets resulting from contributions or other inflow of assets that are neither temporarily restricted nor permanently restricted.

Temporarily restricted: This classification is for net assets resulting (a) from contributions and other inflows of assets whose use by the church is limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled and removed by actions of the church pursuant to those stipulations, (b) from other asset enhancements and diminishments subject to the same kinds of stipulations, and (c) from reclassifications to (or from) other classes of net assets as a consequence of donor-imposed stipulations, their expiration by passage of time, or their fulfillment and removal by actions of the organization pursuant to those stipulations

Permanently restricted: This classification is for net assets resulting (a) from contributions and other inflows of assets whose use by the church is limited by donor-imposed stipulations that neither expire by passage of time nor can be fulfilled or otherwise removed by actions of the church, (b) from other asset enhancements and diminishments subject to the same kinds of stipulations, and (c) from reclassifications from (or to) other classes of net assets as a consequence of donor-imposed stipulations

Unrestricted – Undesignated: this is not really a Net Asset Classification. It is the net balance of all Net Asset Fund Balances. {Note: This is not shown separately on the Balance Sheet. It is included in the Unrestricted along with plant, property, and equipment assets}

Unrestricted – Designated: {No longer used}

Temporarily Restricted –Donor Restricted: {No longer used. Formerly: "A contribution that a donor designates for an unspecified future use other than General Operations is classified as Temporarily Restricted-Donor Restriction."}

Temporarily Restricted – Undesignated: {No longer used. Formerly: This classification is utilized by the church for contributions related to the Columbarium}.

Section 9 Child Protection Policies; Sexual Misconduct Policy

9.1 Child Protection Policy: Executive Summary

(a) Introduction

Child protection policies are a normal part of our school systems, of the YMCA, of scouting programs. Teachers in school districts, as well as volunteers in organizations serving children and students are screened and trained prior to working with children and students. Similarly, Highland Park Presbyterian Church seeks to provide the same caliber of protection for the children and students of our church. The key elements of this program are very similar to those of other churches.

(b) Key Elements

The key elements of an effective child protection policy, as utilized by schools, churches, and most organizations that work with children and students, are:

- Screening and selection of volunteers and staff
- Supervision of volunteers and staff
- Reporting allegations
- Response to allegations

(c) Key Policies

Our policies and procedures address each of these four components. The main elements of our program are:

(1) All "Children and Student Workers," which is any person above the age of eighteen, whether a volunteer or paid part-time or full-time staff of the church, who interact with children and students during activities sponsored by the church, will be screened by a thorough application process, which includes a background. A follow-up background check will be done annually for volunteers that are still active. No person will be utilized as a Children and Student Worker until a Background Consent Authorization Form has been completed and an on-line security background check by the church has been performed and reviewed.

(2) All Children and Student Workers must be an HPPC member for a minimum of six (6) months; however, exceptions may be approved by the Pastor of Children and

Students, the Director of Students, or the Director of Children's Ministry or their designees.

(3) To maintain appropriate ratios and thus protect children and students from inappropriate conduct as well as protect Children and Student Workers from frivolous accusations, two Children and Student Workers are required to be present during any church-sponsored children's or students activities. A Children and Student Worker is prohibited from being one-on-one with a child or students in a non-public place or an unsupervised situation unless parental consent has been given.

(4) Any person bringing all children in the fourth grade or younger must comply with the written check-in procedures utilized by the activity. Children in the fourth grade or younger will be released from a church-sponsored activity to the adult person who checked them in or to an adult designated on the check-in sheet at the time of check-in. All parents who check-in children in Childcare are required to be issued pagers.

9.2 Child Protection Policy: General Statement of Purpose

The members of Highland Park Presbyterian Church (HPPC) are committed to the safety, welfare, and the protection—from abuse or harassment of any form: physical, mental, or sexual—of all children and students participating in the activities and programs of HPPC. During each baptism of an infant, child, or adult into this covenant of faith, the members of this church pledge to uphold that person in the spirit of Christ and to teach, strengthen and support the individual's relationship with the household of God.

In our pledge to sustain one another in the Gospel of Christ, we shall also undertake to preserve the integrity of each person within our house of faith. No child or student shall be subjected to the preventable risk of any form of abuse or harassment by HPPC employees, teachers or volunteers while on the HPPC property or while engaged in HPPC activities or programs located elsewhere. The standards implemented in this Section seek to uphold that commitment to the sanctity of the children and students of HPPC, whether members or guests.

9.3 Child Protection Policy – Background Check Authorization Form

All Children and Student Workers will be required to complete a Background Check Authorization Form providing the personal and confidential information necessary to perform security background checks on each individual. The form is to be obtained from the Director of Administration and Finance. While this process understandably is invasive of the privacy of our own lives, the security of our children and students outweighs the personal invasion inherent with such investigation and disclosures. All personal information disclosed in the Background Check Authorization Form, the results of all security background checks, and the refusal of any person to participate in a program or activity in lieu of satisfying such disclosure requirements will be maintained in the strictest of confidence except as set forth in Section 9.6.

Security background checks for persons 18 and older, including a search for potential criminal history, will be conducted by a service approved by the Director of Administration and Finance. The results of the security background checks will be reviewed by the Director of Administration and Finance. If deemed questionable by either the Director of Administration and Finance or the corresponding HPPC department or division, the Background Check

Authorization Form and/or the results of the security background check or reference cheeks will be forwarded to the Executive Director and handled appropriately.

Without the written permission of the staff member, employee, teacher or volunteer involved, the information contained in the Background Check Authorization Form or the results of the security background check may be disclosed only to the Minister or Director of the HPPC Program area involved, the Director of Administration and Finance, the Executive Director, the Senior Pastor, and the chairperson of the Human Resources Committee.

A secured storage facility in the Church's Business Office will be maintained for all Background Check Authorization Forms. Security background checks will be updated periodically.

Whether disclosed voluntarily or by result of the security background check, the following items, as well as any Prohibited Acts, as defined in Section 9.5 below, will automatically disqualify a volunteer from participating in activities and/or involvement in leadership or sponsorship of any Children or Students activity or program:

- Any type of conviction for Murder; Rape; Aggravated Assault; Crimes related to Drugs; Sexual Abuse; Sexual Assault;

- Aggravated Sexual Assault; Injury of a Child; Incest; Indecency with a Child; Inducing Sexual Conduct or Sexual Performance of a Child; Possession or Promotion of Child Pornography; Sale, Distribution, or Display of Harmful Material to a Minor; Employment Harmful to Children; or Abandonment or Endangering of a Child.

All other convictions or charges for other crimes not listed above will be reviewed by the Minister or Director of the HPPC program area involved, the Director of Administration and Finance, the Executive Director, the Senior Pastor, and the chairperson of the Human Resources Committee.

9.4 Child Protection Policy: Reporting Violations of Policy

Incidents involving the abuse of a child, which may include any "Prohibited Act" as defined in Section 9.5 below, are required to be reported with 48 hours under Texas law to the appropriate child protection agency or to law enforcement activities. This report is in addition to, and not in lieu of, the requirements of this policy.

In order to maintain an environment free of destructive acts toward all children and students, the staff, employees, teachers, parents and volunteers of HPPC are required to report immediately any violation of the policies in this Section or an "Prohibited Act" as defined in Section 9.5 or any questionable circumstance, observation, act, omission, or situation that appears to be in violation of the policies in this Section or a "Prohibited Act" as defined in Section 9.5. All questions or concerns or reports shall be directed initially to the Directors or Ministers of the church that are in charge of the ministry area involved. If these Directors or Ministers are not immediately available, the matter should be reported to the Executive Director of the church. Should the activity of concern involve any of the Directors or Ministers themselves, the matter should be reported to the Executive Director and Moderator of the Human Resources Committee. Any Director or Minister who receives a report of a possible violation or

prohibited act is required to report the matter to the Executive Director.

In the event anyone personally witnesses an occurrence of a Prohibited Act (see Section 6.5), that person will be asked to complete a written Incident Report. Anyone who should witness such an occurrence should consider the following recommendations as to how such a situation should be handled to insure the security of the child or students involved and to protect against physical, emotional or psychological injury, to all persons involved:

- REPORT THE INCIDENT IMMEDIATELY!
- DO NOT LEAVE THE CHILD, CHILDREN, OR STUDENT ALONE TO REPORT THE INCIDENT!
- DO NOT PERSONALLY CONFRONT THE ALLEGED OR ACCUSED VIOLATOR OF THE POLICY!
- ALLOW THE DESIGNATED DIRECTOR OR MINISTER TO PROVIDE YOU WITH THE APPROPRIATE FOLLOW THROUGH INSTRUCTIONS FOR REPORTING OF THE INCIDENT TO THE PARENTS OR GUARDIAN!
- THE EXECUTIVE DIRECTOR WILL BE SOLELY RESPONSIBLE FOR ALL COMMUNICATION CONCERNING THE INCIDENT ON BEHALF OF THE CHURCH!

In the event a child or student reports abusive conduct, regardless of where the conduct occurred, the person initially contacted by the child will be required to complete an Incident Report. Under this circumstance, the Incident Report should include the precise wording of the "outcry" of the child or student. All reported details of the child's or student's first conversation with an adult should be recorded in the Incident Report. The incident should otherwise be treated and reported as set out before as if the incident had been witnessed at the Church.

9.5 Child Protection Policy: Prohibited Acts

The following acts or omissions ("Prohibited Acts") will not be tolerated or accepted during any HPPC activity and/or program and, together with any direct observations or evidence of sexual activity in the presence of or in association with a child or student, are required to be reported to the Director or Minister of the HPPC ministry area in charge of the activity or the Moderator of the Human Resources Committee (who in turn is required to report it to the Executive Director) or directly to the Executive Director immediately after the safety of the child, children or student involved has been assured:

- Any display or demonstration of sexual activity, abuse, insinuation of abuse, or evidence of abusive conduct towards a child or student.
- Sexual advances or sexual activity of any kind between any person and a child or student.
- Sexual advances or sexual activity of any kind between a student and a child.
- Infliction of physically abusive behavior or bodily injury to a child or student.

- Physical neglect of a child, children or student, including failure to provide adequate supervision in relation to the activities of the church

- Mental or emotional injury to a child, children, or student

- Presence or possession of obscene, pornographic or sexually graphic materials at any function of the church

- Possession, consumption or being under the influence of alcohol or any illegal substance while leading or participating in a children or student activity sponsored by the church regardless of its location.

9.6 Child Protection Polices: Consequences of Violations

Any person accused of committing a Prohibited Act will immediately be suspended from participation in all children and student activities of the church. This suspension will continue during any investigation by the church, law enforcement, or child protection agencies and for as long as deemed necessary by the Executive Director and Pastor of Children and Students.

In addition to the other policies set forth in this Section, any person found by the church, law enforcement, or child protection agencies to have committed a Prohibited Act shall be prohibited from future participation in all children and student activities and programs of the church and will be subject to monitoring by an adult member of the church at all church activities to ensure that the person is never alone with children or student, whether in a public setting or not. The identity of a person found to have committed a Prohibited Act shall be made known annually to all staff of the church, the Moderators and members of all committees involved in children and student ministry, and those additional persons involved in children and student ministry that the Moderators believe should know in order to monitor the activities of the person. The rationale for this policy is protective of children and students, but it is also intended to have a redemptive intent toward the person who has committed the Prohibited Act in that it does not bar the person from participating in the church, it limits knowledge of the identity of the person to the extent deemed appropriate by this policy, and it puts in place a network of people within the church who, with grace, will monitor the activities of the person to ensure all appropriate boundaries are respected and all guidelines for church activities are followed. These consequences may be lifted or modified only by a decision of the Session or a Task Force appointed by the Session to determine whether to lift or modify these consequences.

9.7 Child Protection Policies: Specific Procedures for Screening

(a) The Pastor of Children and Students and the Associate Director of Music Ministry – Children's Choirs, depending on the age group involved, is responsible for ensuring that each Children and Student Worker completes a Background Check Authorization Form and for confirming that the on-line background check has been reviewed and approved by the Director of Administration and Finance as not reflecting any Prohibited Acts before being utilized as a Children and Student Worker.

(b) The Director of Administration and Finance is responsible for having the on-line background check performed and is responsible for reviewing it within two working days after the working day on which it was filed.

(c) The Director of Administration and Finance is responsible for maintaining a current list of all approved Children and Student Workers, including the date on which the most current Background Consent Authorization Form was completed.

(d) The Director of Administration and Finance will maintain all Background Consent Authorization Forms and all completed background checks in a locked, confidential location.

(e) Check-in stations will be placed in multiple locations in the Alexander Building. Every Children and Students Worker, prior to working with children and students on the church campus, must check-in and receive a nametag issued by the church-sponsored activity that must be affixed to his or her clothing or worn around the neck at all times. The Director of Administration and Finance is responsible for maintaining the approved or unapproved status of each Children and Student Worker current on the church database system. The ministry area will not issue a nametag to a Children and Student Worker who is not currently approved, and each ministry will check the approved list before printing nametags. No person shall be allowed to be utilized as a Children and Student Worker on campus unless he or she has a nametag printed by the ministry area in which he or she is serving. The identity of any person, such as parents or siblings, who is around children and students at a church-sponsored event, should be known by the Children and Student Workers who are present; and if they have no connection with children and students, they should be asked to leave. This nametag process does not apply to staff; however, staff have been issued nametags by the church and should wear them at all times during church-sponsored activities.

9.8 Child Protection Policies: Affiliated Ministries and Organizations

All ministries and organizations, such as the Hillier School, the Day School, and the Boy Scouts, who regularly utilize the church campus for children and student events are required to follow the policies and procedures in this Section and must appoint someone to serve in the role of the Director of Children's Ministry and Student Program Coordinator.

Section 10 Human Resources

10.1 Position Control

No new positions on the staff may be created without the approval of the Executive Director. When these positions come open, they may be filled with consultation and coordination with the Human Resources Committee, but no new positions may be created without the approval of the Executive Director.

10.2 "Other Operations" and "Program" Personnel

(a) "Other Operations" personnel

Numerous full-time and part-time employees of the church are not reflected within the "General Operations" budget of the church because they work for ministry programs, called "Other Operations," that generate revenues through fees that they charge to defray their

operating costs. These employees and their compensation are reflected in the "Other Operations" area of the Income Statement and are reflected as total personnel costs on the "Combined Uses of Funds Summary." Any time the total personnel costs of the church are presented these "Other Operations" staff are included. The budget for these "Other Operations" personnel is established at the same time as the "General Operations" budget.

(b) "Program" Personnel

Also, the compensation of numerous full-time and part-time employees of the church is included within the "General Operations" budget as line items within the Program Budget for a ministry area rather than under the Personnel Budget. These employees and their compensation are reflected as personnel costs on the "Combined Uses of Funds Summary." Any time the total personnel costs of the church are presented these "Program Personnel" staff are included.

(c) Financial Controls

Flexibility is important in the ministry areas that utilize "Other Operations" and "Program" personnel. Therefore, they are not subject to a "position control," but they are subject to a "line item" control. Once the line item amounts are approved in the Program Budget or in the "Other Operations" budget, the number of staff may increase or decrease, but no other funds should be used to engage personnel and the total amount of the line items for this category of "Program" or "Other Operations" may not be exceeded. All of the policies and procedures of the Human Resources Committee must be followed in connection with these part-time staff and the Human Resources Committee has the responsibility of ensuring this compliance.

10.4 Additional Policies Maintained By Human Resources Committee

The Human Resources Committee, and the Executive Director and Director of Administration and Finance maintain all human resources, records, and policies. The Personnel Manual and other published policies governing the staff of the church are made available to the staff through the church computer network and are available to members of the church upon request of the Moderator of the Human Resources Committee and subject to the approval of the Committee and the Executive Director.

10.5 Loan Program for Associate Pastors and Director of Music

(a) An Associate Pastor or the Director of Music or the Minister of Children and Students may borrow up to $50,000 from the church for the purposes of making principal payments on a home mortgage

(b) The amounts loaned will bear interest at 5% per annum and interest payments will be due and payable monthly. An Associate Pastor's or Director of Music's or Ministry of Children and Students's compensation will be increased by the amount of the accrued interest and the interest will be paid monthly to the church by a deduction from his or her payroll check.

(c) Principal payments in equal monthly amounts necessary to pay the loan in 15 years will be due and payable monthly. The loan mature in 15 years.

(d) Commencing on the date which is five years after the first date of employment by the church or the date of the loan if the debtor has been at the church for five year already, the church will forgive the principal portion of the loan payments as they become due on any "Cost of House Equalization" loan as long as the Associate Pastor or Director of Music or Minister of

Children and Students is still called by the church. This forgiveness of loan payments will be considered compensation to the debtor.

(e) The loan will be secured by a second lien on the house.

(f) The outstanding balance of the loan will be payable in full upon the sale of the house, or in the event an Associate Pastor or the Director of Music or the Minister of Children and Students leaves the church. If a house is sold and a debtor acquires another house while still at the church, the loan may be transferred to the new house on the exact same terms.

[Note: amended by the Session at its August 2011 meeting to impact future loans made under the program; the amendments did not impact the loans outstanding at the time]

10.6 Interaction with Church Staff

Except for contact with a pastor, members should not request services from staff directly or attempt to exert influence over or supervise or evaluate staff. All inquiries about staff or any request for help from staff, for example, for help from the Communications Ministry or a Sexton should be channeled through the Moderator of the Committee involved in the request. This Moderator in turn will contact his or her Staff Leader who will coordinate interaction with other staff. It would be unworkable for staff and very chaotic for any member to be able to work directly with staff. The church staff is a friendly, helpful group, and will probably respond to most requests that members make even though they are not supposed to. But members are expected not to put them in that position. Members should work through the Staff Leader in the Committee in which the member needing assistance is serving and let them provide direction to other church staff

Section 11 Sacraments – Communion and Baptism

11.1 Baptism of Infants

(a) Arrangements for the baptism of infants shall be made by seeing or calling the Administrative Associate for the Senior Leadership Team. Special services for infant baptism are regularly scheduled in the Sanctuary on third Sundays and distributed equally among the Sanctuary services. Special requests for baptisms at other regularly scheduled worship services may be approved by the Senior Pastor. A pastor of HPPC is required to be the officiating minister.

(b) Only members, or children of members, are eligible for baptisms at HPPC; provided, however, a child of a member of another Presbyterian church is eligible for baptism at HPPC if the home church affirms, to the satisfaction of the officiating minister, that the family seeking to have a child baptized has been appropriately prepared

(c) Each family seeking to have their child baptized at HPPC shall complete the Session-endorsed course of training which has been delegated to the Pastor of Children and Students, or its equivalent, in the opinion of the officiating minister, prior to presenting their child for baptism.

(d) God's faithfulness signified in Baptism is constant and sure, even when human faithfulness to God is not. Baptism is received only once. The efficacy of Baptism is not tied to the moment when it is administered, for Baptism signifies the beginning of life in Christ, not its completion. God's grace works steadily, calling to repentance and newness of life. God's faithfulness needs no renewal. Baptism is received only once, but it is appropriate to reaffirm the commitments made at Baptism from time to time in worship.

(e) Those desiring the Sacrament of Baptism for their children or for themselves shall make vows that

(i) profess their faith in Jesus Christ as Lord and Savior,
(ii) renounce evil and affirm their reliance on God's grace,
(iii) declare their intention to participate activelyvand responsibly in the worship and mission of the church,
(iv) declare their intention to provide for the Christian nurture of their child.

The congregation shall

(i) profess its faith, using the Apostles' Creed,
(ii) voice its support of those baptized,
(iii) express its willingness to take responsibility for the nurture of those baptized..

(f) The water used for Baptism should be common to the location,and shall be applied to the person by pouring, sprinkling, or immersion. By whatever mode, the water should be applied visibly and generously.

11.2 Communion

Communion services are ordinarily held in the Sanctuary on the first Sunday of each month and on Maundy Thursday and Good Friday evenings. Also, Communion Services are held each Sunday morning at 8:15 in Wynne Chapel. Supplemental Communion services for the sick or shut-ins may be arranged through the office of Congregational Life. Other Communion services at seasons of special emphasis must be approved by the Session. The Worship Committee is empowered by the Session to approve special communion services.

The invitation to the Lord's Supper is extended to all who have been baptized. Baptized children who have been nurtured and instructed in the significance of the invitation to the Table and the meaning of their response are invited to receive the Lord's Supper, recognizing that their understanding of participation will vary according to their maturity. The instruction must be given by the Pastor or Children and Students.

Only an ordained pastor may offer the words of institution. Deacons and elders may assist a pastor in the administration of the Lord's Supper through the distribution of the elements. The Session may also authorize others to assist.

Section 12 Special Occasions – Funerals and Weddings

12.1 Funerals and Memorial Services

A funeral, memorial, or inurnment service may be held at HPPC if the deceased was a member of HPPC, a close relative of a member of HPPC, on staff at HPPC, or was someone who had a significant connection with HPPC, but did not have a church home.

The occasion of the death of a loved-one offers unique opportunity for the public worship of God, bearing witness to the resurrection of Christ and the promise of everlasting life through faith in Him. As a service of worship, a service on the occasion of death should only be held in the Sanctuary, Wynne Chapel, or the Columbarium.

Ordinarily the service of witness to the resurrection shall be conducted by the Senior Pastor or one of the Associate Pastors of HPPC. Exceptions must be approved by the Senior Pastor. Upon the approval of the officiating HPPC Pastor, or the Senior Pastor, ministers of other churches may be invited to participate. If a pastor of another church is approved by the Senior Pastor as the officiating pastor, a pastor of HPPC must share in the leadership of the service.

The church shall give priority to providing appropriate venues needed for Funerals, Memorial Services and Inurnments. Every effort will be made to honor the family's first preference of time and locations. On those rare occasions when it is necessary to schedule around major events which cannot be moved, the officiating pastor will help the family to schedule a satisfactory alternative time and place. Ordinarily, there will be three business days between the notification of a death and the service. Services will not be held on Saturday or Sunday, and ordinarily not on Monday. If Monday is the third business day, and it is the family's preference, the service may be held on a Monday afternoon, but not on a Monday morning.

The Staff Calendar Approval Request Team should be advised of the scheduling of services under this Section. (See Section 4.1)

All requests for the participation of one of HPPC's ordained pastors or the request for the use of the HPPC campus for the purpose of a memorial, funeral, or inurnment service should initially be given to the Funeral/Memorial Coordinator to make the appropriate arrangements.

If the deceased was a member of HPPC, a close relative of a member of HPPC, or on staff at HPPC, HPPC pays for all costs associated with the service except for soloists or other third parties that the family contracts with. Also, there will be no charge for the worship leaders; however, honorariums may be given at the discretion of the family. Finally for the services for a deceased member of HPPC, a deceased close family member of HPPC, or deceased staff person of HPPC, HPPC will provide punch and cookies at the reception and will not charge for the use of facilities.

No flowers may be placed on the communion table and no flowers may be placed in a way that obscures the chancel cross. No flowers may be taller than the chancel cross.

A request to observe such a service as a part of the Lord's Day service or to celebrate the Lord's Supper as a part of a service on the occasion of death requires the approval of the Session.

An "Arrangement Form" for Funerals and Memorial Services may be obtained from the Funeral Coordinator in the Congregational Life office. Additional policies and procedures will be provided by the Funeral Coordinator

12.2 Weddings

Marriage is instituted by God, regulated by God's commandments in Scripture, and blessed by our Lord Jesus Christ.

Christian marriage is to be administered in accordance with the historical and traditional teachings of Scripture and this Church.

A marriage ceremony in this Church is separate and distinct from marriage as defined by civil law, and is to be administered in accordance with the traditional and historical religious beliefs and teachings as expressed in Holy Scripture.

Christian marriage is a mutually binding covenant before God between a man and a woman.

All marriages or wedding ceremonies performed at this Church or by a pastor of this Church shall be between one man and one woman in accordance with the teachings of Scripture, the traditional teachings of the Church, and as set forth in this policy.

Detailed instructions concerning weddings, preparation for weddings, instructions to florists, and regulations regarding wedding receptions can be secured from the HPPC Wedding Coordinator. Also, information concerning the policies and procedures related to music at weddings may be obtained from the HPPC Wedding Coordinator.

At least one member of each couple being married must (a) have been a member of HPPC for at least six months prior to the wedding or (b) be the child or grandchild of a person who has been a member of HPPC for at least six months prior to the wedding.

As worship services, weddings may be only held in the Sanctuary or Wynne Chapel.

One of the pastors of HPPC shall officiate at all weddings, unless the Senior Pastor of HPPC approves a pastor from another church. If a pastor from another church officiates, an HPPC pastor must be present. Another minister, not of this church, may be invited to assist.

As there are many annual events scheduled throughout the year, weddings and rehearsals are not held on the following: Sundays, Wednesdays, Holy Week, Thanksgiving Day, Labor Day, Christmas Eve, Christmas Day, New Year's Day, or any other day that the church is closed for a holiday.

The Staff Calendar Approval Request Team must be advised of the scheduling of weddings under this Section and must confirm that there are no conflicts with major church activities prior to agreeing to schedule a wedding. (See Section 4.1)

All couples are required to complete the "marriage preparation" course offered by HPPC unless an alternative is approved by the Senior Pastor of HPPC or another HPPC pastor if he or she is officiating.

12.3 Wedding Receptions; Special Fees

(a) The same rules for scheduling space and food services set forth in Section 4.1 also apply to a wedding reception. If a person is permitted to hold a wedding at HPPC, they are also permitted, if they so desire, to hold a wedding reception at HPPC.

(b) For receptions held in any part of Elliott Hall on Saturday afternoon or evening, there will be an additional fee for sextons. This is necessary due to the fact that the room(s) must be set up for Sunday morning usage following the reception when the normal custodial staff has finished for the day.

(c) No alcoholic beverages shall be served at receptions nor may they be brought into the building.

(d) All charges must be paid in advance, after number of guests and other details have been determined.

Section 13 Growing in Christ - Christian Education Policies

13.1 Teacher Approval Procedures

To be an approved as a teacher at HPPC, these criteria are required to be met:

(a) Every teacher must be a member in good standing, or a staff member of Highland Park Presbyterian Church;
(b) Every teacher must agree to a teacher covenant maintained by the Grow in Christ Team. At the discretion of the Grow in Christ Team, it may utilize a different covenant for teachers or volunteers in Children and Student ministries and for teachers for adult activities.
(c) Each prospective teacher for adult ministry activities must be interviewed by a representative of the Grow in Christ Team and be approved by the Grow in Christ Team.

13.2 Teacher Approval List

The Grow in Christ Team will maintain and publish a list of approved teachers for adult ministry activities.

13.3 Only Approved Teachers May Teach; Authority of the Grow in Christ Team

Except for the special situations described in Section 13.4 below, only approved teachers may teach at an HPPC-sponsored regular or special event or class. An approved teacher, however, is not required for small groups initiatives approved by the Grow in Christ Team. The

Grow in Christ Team has the authority to prohibit even an approved teacher from teaching at HPPC ministry events.

13.4 The Procedure for Approving Guest Teachers or Speakers

When a guest teacher or speaker may be desired for solo occasions, whether on Sunday morning, at a between Sunday venue, or special events such as banquets or conferences, permission must be obtained from the Grow in Christ Team. In unusual situations that do not provide for sufficient time for the Grow in Christ Team to review the proposed teacher or speaker, the Pastor of the Life Stage class or Program ministry sponsoring the event may approve a guest teacher or speaker; however, for a guest teacher to speak more than on a solo occasion, such as a multi-week series, the guest teacher and curriculum must be approved by the Grow in Christ Team. The Senior Pastor must approve the invitation of guest preachers. No one may be invited to preach without the consent of the Senior Pastor.

13.5 Curriculum Approval

(a) All curriculum used at an HPPC-sponsored event, activity, community, small group, class, or any discipling initiative, including one-on-one discipling or micro-groups must be consistent with and not contradict the Essential Tenets of ECO. The term "curriculum" refers to the use by a community, class or group of a published or produced book or other written material, audio series, or video series that the community, class, or group studies together. The Grow in Christ Team has the authority to determine whether curriculum may be utilized or not

13.6 Approval and Scheduling of Discipleship/Christian Education Classes, Communities, Initiatives and Large Events

As also set forth in Section 2.6, the creation of Sunday morning classes, or Between Sunday classes communities that involve Christian education, HPPC-sponsored small group or discipling initiatives that involve one-on-on discipling or micro-groups must first be approved by the Grow in Christ Team. Large events targeted for an entire Life Stage or targeted across Life Stages must be first approved by the Grow in Christ Team. If there is not sufficient time to obtain Grow in Christ Team for a one-time event, approval may be given by the Executive Director.

13.7 Sunday Morning Classes

(a) Each Sunday Morning class is a ministry of the Grow in Christ Team and is subject to the authority of the Grow in Christ Team. Although each Sunday Morning Class has freedom to organize its activities and internal governance, the Grow in Christ Team has final authority over all matters concerning the mutual ministry of a Sunday School class, including, for example, the location and time of meeting of a class.
(b) All officers of a Sunday Morning Class are subject to the review of the Grow in Christ Team and all Teachers must be on the Active Teacher List maintained by the Grow in Christ Team.
(c) All curriculum utilized is subject to the review of the Grow in Christ Team.

(d) Each Sunday Morning Class will maintain a membership roster and upon request of the Grow in Christ Team will prepare weekly attendance records. These will be coordinated and maintained by the Life Stage Department for the class.

(e) Each Sunday Morning Class is assigned to a particular Life Stage Department, even if the class is inter-generational.

(f) All room set-ups and requests for special equipment for our class are required to be coordinated through the assigned Life Stage Department.

(g) Except for special situations approved by the Grow in Christ Team, no Teacher should teach a class more than 8 to10 weeks in a row and no Teacher should teach more than 32 weeks per year. A Teacher should take a four-week break between each teaching assignment for a particular class. This requirement does not prevent a "regular" teacher from attending a class when he or she is not teaching; however, one of the purposes of this policy is to encourage the Teachers at HPPC to circulate among all classes rather than be monopolized by one. The Grow in Christ Team believes that the foundation for a class should be the class among its members and not the attraction of a single Teacher. This policy, nevertheless, allows a single Teacher to spend up to 32 weeks teaching in a class per year if he or she so chooses and if approved by the Grow in Christ Team.

(h) Class events, such as retreats or other events not occurring on Sunday morning, are not to be scheduled against all-church events on the church calendar. See Section 4 for scheduling. If church facilities are to be utilized for class events, all food, rooms, and special equipment must be coordinated well in advance through the Life Stage Department of a particular class. All retreats sponsored by a class must be approved by the Grow in Christ Team and coordinated through the Life Stage for the class.

(i) Outreach activities of a class, including benevolences, except for those directly coordinated or already sponsored by HPPC, should be coordinated with the Pastor of Outreach. All speakers that relate to an outreach topic should be cleared with the Pastor of Outreach.

(j) The Session is responsible for the distribution of the offerings made at HPPC. The Session does not attempt to tell individuals to whom they must or must not give money, but money that is contributed to HPPC, or to any sub-group of HPPC, including a Sunday School class, is under the authority of the Session. Decisions regarding material expenditures of benevolence funds by any class should be coordinated with the Grow in Christ Team or the Management Council. Without the approval of the Grow in Christ Team or the Management Council, Sunday School classes should not solicit funds from its members (other than for small amounts used by the class internally) for outreach or benevolence purposes. All outreach and benevolence activities should be coordinated with the Pastor of Outreach.

(k) From time-to-time, the Grow in Christ Team may require that a class devote time to a plenary session of all communities or utilize curriculum developed or adopted by the Grow in Christ Team for a set time period, which would normally be not more than 4 weeks at a time and would normally not be more than twice a year. The Grow in Christ Team may assign a Teacher to a class from time to time, including to teach particular curriculum developed or adopted by the Grow in Christ Team.

(l) The president or moderator or other leader of a Sunday Morning Class is expected to attend meetings of all presidents from time to time as convened by the Grow in Christ Team.

(m) Staff persons at HPPC do not expect and should not be paid honorarium for teaching a class. Except for nominal gifts (of less than $25.00), a class is not allowed to pay honorarium or give gifts to any Teacher without the consent of the Grow in Christ Team.

(n) Unless approved by the Grow in Christ Team, all class funds are required to be placed on deposit through the financial office of HPPC. The advantage to the class is that no service charge is maintained by the bank and the financial office maintains and a balance statement each month. Requests for checks will need to be given to the finance office approximately 3 to 5 days in advance for processing. A request must be sent through an HPPC staff person, such as the Pastor of the Life Stage for the class.

Section 14 Policies for Short-Term Mission Trips and Student Trips

14.1 Short-Term Mission Team

The Short-Term Mission Team ("STMT") will be comprised of the Director of World Mission, the Executive Pastor, and the Executive Director.

14.2 Trip Approval Process

(a) Approval of an Official HPPC Mission Trip

A proposed Mission Trip to be sponsored by HPPC may be originated in one of two ways: In response to a written request by an individual member of HPPC who desires to lead a mission team, or by the World Mission Team or another Team of the church in response to a perceived need or opportunity.

(1) Persons or committees must submit to the STMT a *Request for Mission Trip Approval Form* with a preliminary budget at least four months prior to the time of the proposed mission trip in order to allow time for processing by the team.
(2) A Mission Trip is considered to be an official HPPC Mission Trip when the STMT approves the trip. The criteria considered for approval include safety, mission strategy, leadership structure, and budget.
(3) The STMT must approve the trips and trip leaders of the trip during this process.
(4) Trips to missions conferences or missions events sponsored by HPPC may be regarded as qualified Mission Trips upon prior approval by the STMT.
(5) Trips must be working with an approved ministry partner on the field.
(6) Every HPPC Mission Trip must have an approved Team Leader and a supporting Team Leader who will become the Team Leader if the Team Leader becomes ill or otherwise is not available for leadership.

(b) Procedure for Approving the Team Leader for an HPPC Mission Trip

(1) The prospective leader of a short-term mission team must submit to the STMT an *Application for Mission Team Leadership Form* at least four months prior to the date of the proposed Mission Trip.
(2) This request must be approved by the STMT prior to promotion of the trip.
(3) Team Leaders should have been on at least two prior mission trips.

14. 3 Participant Approval Process

(a) Eligibility for Participation in an Official HPPC Mission Trip

(1) Children and Students under 16 are not eligible to participate unless a parent or guardian is also participating in the trip.
(2) To be eligible, a person must submit an HPPC *Participant Trip Application Form* and comply with its requirements prior to the published deadline or, if no deadline is set, by the date of the first team training meeting. Participants

may apply online or request a hard copy of the application to be returned to the World Missions office.

(3) Filing an application does not guaranty acceptance. The Director of Mission has the authority to decline any application if she determines that it would be best for the effectiveness of the mission of the trip if the person did not go. A person whose application is turned down has a right to appeal the decision to the STMT who will have the final authority to make the decision.

(4) All participants must provide evidence of major medical coverage and provide HPPC with a copy of his/her coverage card.

(5) Upon request by HPPC, a participant may be required to obtain a letter from a physician who is providing care to the applicant stating that the trip, even in light of the medications taken by the applicant and the medical condition of the applicant, will not place the applicant at increased medical risk and that the applicant should be able to participate fully in the trip without the need for special assistance.

(b) Team Training Sessions Prior to a Mission Trip

(1) Each person who goes on a Mission Trip sponsored by HPPC must participate in all training sessions that are provided prior to the trip.

(2) These training sessions need to follow the outline designed in the *Team Leader Handbook* in order to prepare team participants for maximum safety, spiritual formation, and missiological effectiveness while on the Mission Trip.

(3) The Executive Director or Director of World Mission must be scheduled to present a security and crisis message.

14.4 Financial Policies

(a) Determining the cost to the participant

(1) The cost of participants' trip is calculated by the team leader and submitted for review to the Director of World Missions.

(2) All eligible expenses (lodging, airfare, meals, ground transportation, translator fees, visas, ministry supplies, etc.) should be calculated to determine the cost per person.

(3) HPPC may have funds available for the trip leader. Should a trip leader desire a scholarship for the trip they must fill out a scholarship application. The amount of the scholarship will be determined by funds available and contribution to the planning and recruiting of the trip.

(4) Expenses for the debrief/tourist part of the trip should not exceed 15% of the trips base cost. (i.e. if the base cost of the trip is $3000 the 'tourist' part should not exceed $450.)

(5) Add on excursions that are not part of the trip may be planned but cannot be covered by support raising and are not tax deductible and are the participants' personal expense.

(b) Determining Ministry costs associated with the trip:

Most trips have a ministry cost. This will depend upon what your activities will be on the trip. Your partner on the ground is usually expecting you to fund these activities. Examples of eligible ministry expenses are:

(1) Materials and supplies for Vacation Bible Schools, backyard Bible studies, etc.
(2) Bibles, Gospel portions, and tracts for evangelistic witnessing.
(3) Supplies, materials, and equipment for evangelistic crusades.
(4) Supplies, materials, and equipment for leadership training, discipleship training, and other related training activities.
(5) Supplies and equipment for medical projects.
(6) Supplies and equipment for disaster relief and/or other humanitarian ministries.
(7) Supplies, materials, and equipment for building projects.
(8) Other general expenses that are essential for the specific ministry of the mission team.

(c) Paying for the Ministry costs associated with the trip:

(1) If funds are available in the HPPC Ministry Team budget, the Ministry Team must approve this expense
(2) Ministry Team DGO available funds may be used to cover this expense if the DGO description allows funds to be used in this manner (check with DGO coordinator). The Ministry Team must approve this expense
(3) The World Mission Team may be able to make a partial contribution towards the ministry expenses. An application for these expenses may be submitted to the WMT.
(4) The cost of ministry expenses may be included in the participants' trip costs, but this should be communicated to participants.
(5) The trip and ministry team may decide to raise these funds. (But the HPPC fund raising policies must be followed.)

14.5 Participants' Sources of Funds for HPPC Mission Trips

Each participant is responsible for full payment of the trip. They may pay for the trip through:

(a) Personal Funds
(b) Applying for an HPPC scholarship (not a guarantee, but generally 25% of the trip cost)
(c) Personal Support Raising (see policies for Support Raising)

14.6 Payment Terms & Policies

A non-refundable deposit of $300 must be made before the airline ticket is purchased. If full payment is not made at least 10 days before departure the participant will pulled from the trip.

14.7 Policies for Scholarships

(a) A participant is expected to use as much of his or her own funds as possible but may apply for a scholarship if he or she needs financial assistance to participate. A participant can request scholarship funds by completing an *HPPC Trip Scholarship Application*. The application should be submitted to the World Missions Office at least two months prior to the trip with the *Participant Trip Application.*
(b) The term "HPPC member" refers to persons who have been members of the church for at least three months and Pastors and Parish Associates called to HPPC.
(c) First priority for Mission Trip scholarship funding is given to HPPC members who have not received previous financial assistance for a Mission Trip during the current budget period.
(d) Second priority for Mission Trip funding is given to persons who are members of other churches (1) who possess special skills needed for a particular HPPC Mission Trip, and (2) who have been invited in advance by the World Mission Team to participate in the trip on a partnership basis.
(e) The STMT must approve any exception to policies regarding financial support for Mission Trips in advance.
(f) Any exception to policies regarding Mission Trips sponsored by HPPC must be approved in advance by the World Mission Team.
(g) The World Mission Team will determine the amount of funds available for financial assistance for each trip, and the Director of World Mission will determine the amount given, if any, to each applicant.

14.8 Policies for Raising Support - Designated Contributions

Participants may seek financial support from various sources:

(a) Solicitations may be made from HPPC members, but only from those with which the participant has a personal relationship.
(b) Solicitation in front of a church group that you are not a current member of is not permitted.
(c) Checks should be made payable to Highland Park Presbyterian Church. The donor should designate the name of the trip and the participant on a separate paper attached to the check. All donors will be issued a receipt for a tax purposes at the end of the calendar year.

14.9 Participants Cancellation of their trip

(a) In the event that a short-term participant does not actually participate in the project for which funds have been raised, the mission team leadership can refund payments after all non-refundable expenses are calculated and deducted.
(b) Designated contributions by the participant's donors may be refunded (after all non-reimbursable expenses are paid) with a written request from the donor
(c) The $300 trip deposit is nonrefundable.

14.10 HPPC's Cancellation of the trip

Decisions to cancel a trip may have to be made in critical situations due to weather, political unrest, or other safety issues that arise.

(a) This decision will be made by the STMT with consultation of the Trip Leader.
(b) In the event of cancellation HPPC will attempt to recover any refundable expenses from airlines, hotels, etc.
(c) HPPC will refund all monies that are refundable or not yet spent to the participant and/or donor.
(d) HPPC cannot refund monies that have been spent and can not be recovered.

14.11 Surplus Contributions

If a trip participant receives more contributions than are needed for their individual cost of the trip, these extra funds can be used by HPPC toward the following. It will be determined how the surplus should be used based on what was stated in the fund raising letter sent by the participant. Eligible uses are:

(a) A scholarship for a teammate who has not raised enough money to participate in the project;
(b) Personal trip expenses for eligible expenses (receipts must be supplied)
    - Immunization and prescriptions
    - Support raising expenses (stamps, printing, etc.)
    - Passport or visa expenses
(c) Refund of the participant's personal payment;
(d) Either to be applied to the overall cost of the ministry expense on the trip:
(e) Put in the teams DGO to be used for the needs of the national church or mission sending agency or other groups involved in the project.
(f) Reimbursement for clothing, luggage, souvenirs, etc. are not permitted per IRS regulations
(g) HPPC will not retain surplus contributions for the participant to use on a future trip.

14.12 Non-HPPC Mission Trips

(a) Members are encouraged to go on international Mission Trips in addition to HPPC Mission Trips and are encouraged to consult with the Director of World Missions to determine how the experience could be coordinated with HPPC mission activities.
(b) No member of HPPC will refer to an international trip as an HPPC Mission Trip unless it is approved. No HPPC communications or other resources may be utilized in connection with international trips that are not an HPPC Mission Trip without the approval of the World Mission Team.
(c) Financial support may be provided for any qualified church member going on an individual Mission Trip that is not an official HPPC Mission Trip
(d) Requests for financial support for Mission Trips not sponsored by HPPC must be submitted to the World Mission Team on a Request for Financial Support for a Mission Trip Form at least two months prior to the time that the funds are needed.

14.12 Students Trips

The policies governing HPPC –sponsored trips for students may be obtained from the Pastor of Children and Students.

Section 15 Emergency Procedures

15.1 Security Plan

A Security Plan is attached as Appendix 2.

Section 16 Vehicle and Road Safety

16.1 Vehicle and Road Safety

The Vehicle and Road Safety policies and procedures are set forth in Appendix 3.

Section 17 Audio Visual Policies and Procedures

17.1 Audio Visual Policies

Section 18 Policies for Granting or Denying Participation by Criminal Offenders

18.1 Introduction

We are committed to being a welcoming and accepting community and recognize that all are sinners and have fallen short of the glory of God. No one is beyond the reach of God's love. We further accept that God makes no distinction between sinners in His acceptance of a truly repenting heart and the dispensing of grace. In an attempt to follow The Great Commission, we welcome all sinners into this body who sincerely seek worship, discipleship and an opportunity to experience the love of Christ through this church.

We also recognize our responsibility to create and maintain a safe church environment for all who attend. Sometimes this means we must accept our responsibility to bring people together who have conflicting and diverse life experiences. Sometimes this means that a difficult decision must be made to restrict access to the HPPC campus to a degree or to prohibit participation completely by some individuals. With that in mind, we have adopted these policies and procedures for any person who is registered as a sex offender ("SOR") and who desires to worship at HPPC.

18.2 Policies and Procedures

(a) An SOR will not be permitted to worship or attend any activities at HPPC if his or her victim worships at HPPC or if other unique circumstances exist in the opinion of HPPC leadership.
(b) No SOR may attend worship or any other events on the HPPC campus until the following conditions are met:
    (i) The SOR must meet with the Executive Director and three active elders selected by the Executive Director, which normally will include the Moderator of the Management Council. This team will evaluate the request of the SOR to worship at HPPC and will work with the SOR to complete the conditions set forth in this policy.

(ii) The SOR must complete a consent form allowing HPPC to perform a thorough criminal background check. This consent form shall include extensive background information including the names and contact information of three personal references, other than family, the names and contact information of all governmental officials that the SOR is currently required to report to or has been required to report to since being placed on the Sex Offender Registry. This consent form shall include a complete description of the incarceration record of the SOR and all criminal proceedings that the SOR has been involved in. This consent form shall expressly give the people named the permission to discuss the SOR's criminal history and their assessment of the SOR with the HPPC team and will give the HPPC team the permission to make the contact.

(iii) The SOR must complete a consent form that: gives permission to the Senior Pastor of HPPC and a therapist whom the SOR has seen in the last six months to communicate with one another about the SOR; releases the therapist from any confidential restraints in providing his or her assessment of the SOR to the Senior Pastor; and releases the Senior Pastor from any confidentiality restraints in communicating with the HPPC team. If the SOR has not seen a therapist within the last six months, then an SOR will not be allowed to attend worship or any other events at HPPC until participating in therapy for at least six sessions.

(iv) The HPPC team finalizes a Covenant with the SOR that must provide:

a. The SOR may not serve or be put in a position of leadership in the church.

b. The SOR consents to HPPC informing the Session, the Children and Students Committee, and all staff of HPPC, including the staff of the Day School and Hillier School of the SOR's current standing on the Sex Offender Registry and the terms of the Covenant.

c. The SOR may only attend the 11:00 service in the Sanctuary.

d. The SOR may not attend any other activities at the church for the first year of the Covenant. After the first year of a Covenant, other activities may be added to the Covenant as long as doing so would not violate other provisions of this policy:

e. The covenant must state that the failure to follow it will result in immediate and permanent removal from the church and that the SOR understands that HPPC may call local police to escort the SOR off campus in the event the Covenant is not followed.

f. The SOR must engage annually in personal therapy for at least three sessions each year and must agree to open communication between the therapist and the Senior Pastor of HPPC.

g. The Covenant must require that the SOR be accompanied at all times by an escort designated by the SOR and named in the Covenant. The escort must not be a relative and must express to the HPPC team that he or she will take the escort responsibilities seriously. The Covenant will allow HPPC to appoint an escort as well.

h. The Covenant will be renewed annually and the SOR must meet annually with the Executive Director and three elders of his choosing, which will ordinarily be the Management Council. Any revisions must be approved by the Session.

(v) Once the conditions are satisfied, the team will make a recommendation to the Session and the Session will make the final decision whether or not to approve the SOR's request to worship at HPPC. A recommendation from the team to the

Session to allow the SOR to worship at HPPC must include the Covenant between HPPC and the SOR and a statement by the team that it has followed this policy in evaluating the SOR and making the recommendation.

(c) As long as a Covenant is approved by the Session and is in effect, the SOR may, unless the Covenant states otherwise, attend the 11:00 Sanctuary worship service but the following policies will remain in effect at all times and cannot be changed by a Covenant:
   (i) No SOR may enter the Alexander Building or the Gym.
   (ii) No SOR may enter any area of the church while a children's activity is being held.
   (iii) No SOR may engage in activity at the church or sponsored by the church other than an Adult Sunday School community or Adult small group and may do so only if provided in the Covenant..

Section 19 Miscellaneous Policies

19.1 Flowers In The Sanctuary And Chapel

The flowers in the Sanctuary and Chapel are provided through memorials by various church members. Generally speaking, the flowers in the Sanctuary and Chapel are under the supervision of the Flower Committee of the Presbyterian Women. After use the flowers are disposed of as follows:

(1) If the donor desires to take them home or distribute them to shut-in friends, they may do so if they pick them up by 1:00 p.m.

(2) They may be used by the Food Service Director for table decorations if a dinner or luncheon is scheduled for the first part of the week.

19.2 Membership Changes Of Address And Telephone Number

Any member of the Staff obtaining information concerning the change of address or telephone number (either home or business) of any member of the church shall report such information immediately to the Director of Membership Information. Staff members can be of great help keeping our membership information up to date and accurate by making prompt reports. Individuals can also update all of their information online at http://hppc.org/information.

19.3 Mail

All outgoing mail should be delivered to the Mail Room by 4:00 p.m. each day.

General mailings and packages in any substantial number cannot be handled satisfactorily if delivered to the Mail Room in the late afternoon. It is suggested that, in such instances, every reasonable effort be made to complete preparation of general mailing or packages not later than 3:00 p.m.

Daily incoming mail, parcel post and packages from delivery services are the responsibility of the Mail Room staff. Mail will be promptly sorted and placed in boxes along with package notices. Materials requiring signatures or receipt must be handled by the Mail Room personnel.

19.4 Official Fiscal Year

The official year of the church is from September 1 to August 30.

19.5 Property

Title to all property of the church is vested in the Highland Park Presbyterian Church, which is a non-profit corporation under the laws of Texas.

19.6 Remarriage Of Divorced Persons

The Session of Highland Park Presbyterian Church recommends that a minimum of eighteen months transpire between the legal declaration of divorce and the conducting of a remarriage ceremony of the divorced persons by a pastor of this church.

19.7 Requests For Reservation Of Sanctuary Seats

The church does not reserve pew sections for outside groups who wish to attend church in a body. If such groups will arrive early, the ushers will be glad to seat them together, if space is available.

19.8 Safe Deposit Box

The Executive Director, the Director of Administration and Finance, and the Moderator of the Board of Trustees of the Highland Park Presbyterian Church are the authorized individuals to have access to the bank safe deposit box. Two of these individuals must be present at any time the box be opened.

SECTION 20 Amendments

This *Management Policies and Procedures Manual* of HPPC may be amended by the Senior Leadership Team or by the Session. The Management Council will be advised of all material amendments.

Appendix 1 Moderator Guidelines

See the Moderator Guidelines on the following page:

Highland Park Presbyterian Church
Guidelines for Moderators of Committees, Teams, and Ministry Teams (CTMT)

The most important guideline to remember is this: the Staff Leader for your CTMT is your biggest supporter, your greatest resource, and is committed to your success and to your leadership being a positive experience for you and the church. Mark Story, Executive Director and one of the members of the Governance Coordinating Committee (GCC), which is charged with leadership development, is an equally strong supporter, is similarly committed, and is also available to you as a resource. Your CTMT exists for a good reason. It has a purpose, a key function in the church. Its effective leadership is important to the achieving of the Mission of the Church. You will find that your leadership experience is rewarding and meaningful, and can be exciting and fun as well. You may find that your passion for the ministry of your CTMT grows and grows as you see the Lord at work through it. Effort and a commitment, of course, are involved. The purpose of these Guidelines is to orient you to the task at hand.

Initial Orientation Provided

- Informal training by Staff Leader
- Formal training by the Management Leadership Tam

Additional Leadership Development

- Occasional leadership training organized by the Session or Senior Leadership Team or GCC

Ongoing Relational (and other) Resources

- Staff Leader
- Mark Story, Executive Director
- Prior Moderators/Other Moderators
- Governing Documents of HPPC, including the Vision Manual, the Governance Policies and Procedures Manual, and the Management Policies and Procedures Manual
- Leadership Roster
- Governance Resources on HPPC website
- HPPC Planning Calendar

Servant Leadership Expectations: Guided and encouraged by his or her Staff Leader, it is expected that a Moderator

- Will provide faithful *servant leadership* to guide your CTMT toward achieving its core activities and any special initiatives or objectives assigned to it,
- Is faithful to the direction of the mission, vision, core values, strategic initiatives and objectives of the church
- With energy and enthusiasm, communicates to members of the CTMT, the mission, vision, and core values of the church and the role and vision of the CTMT in fulfilling it
- Facilitates annual operations and strategic planning (the development of an Operations Guide and a Ministry Action Plan) and annual budget preparation that includes all members of the CTMT
- Builds a caring, praying community among his or her CTMT members by engaging members personally
- Provides a meaningful ministry/leadership experience for his or her members by setting a few achievable goals and developing a manageable number of action plans (the Ministry Action Plan), and leading the CTMT in implementing the plans
- Respects the time and commitment of members by utilizing the Operations Guide and Ministry Action Plan to guide the year's activities, holding monthly meetings that start and end on time and following an agenda provided prior to the meeting, preparing an agenda that tracks the Operations Guide and Ministry Action Plan, and keeping minutes – authentic community prorspers with a certain degree of order, as does effective ministry
- Identifies and equips future leaders and recruits new members to the CTMT
- Expresses gratitude to the leadership team and ensures the leadership team expresses gratitude to lay ministers

Time Commitment

- Monthly meeting of the CTMT
- Monthly pre-meeting with Staff Leader to develop an agenda and prepare for the meeting
- Ongoing communications between meetings with the Staff Leader and members of the CTMT to advance specific tasks

Paperwork (Very little)

- Annual Operations Guide – Ministry Action Plan
- Annual budget-building worksheets
- Monthly Agendas
- Monthly Minutes – e-mail to Senior Leadership Team for retention
- *Ideally,* maintain a "Ministry Book" or "Operational Manual" capturing the activity of the CTMT for the benefit of future Moderators
- *Ideally,* develop and maintain Project Notebooks for major annual projects for the benefit of future CTMTs

Support Services/Policies of the Church

- *Roster:* Your Staff Leader will work with you to obtain and maintain an updated CTMT roster through the church's master database and in the Leadership Roster
- *Calendar – Space:* Scheduling of activities on the calendar and reserving space within the church must be approved by the Calendar Approval Request Team of the Management Council and then it will be entered on the church calendar (through your Staff Leader)
- *Publicity/Promotion:* Your Staff Leader will work with you to submit a Communications Submission form to the Communication Department and they will develop a communications plan for you
- *Contracting:* No one but staff can obligate the church to a contract, such as a purchase order for materials or a subcontract for labor
- *Budget/Expending Funds:* No one but staff can access funds; your Staff Leader will work with you to request checks from the Administration and Finance Department
- *Following the Budget:* You and your Staff Leader are responsible for not over-spending budget for the CTMT. Any use of funds over your budget or any use of funds other than as set forth in a specific line item within your budget must be approved by the Management Council. Your Staff Leader will provide you with monthly Financial Reports
- *(Not) Raising Funds:* As tempting as it may be, no fund-raising for special projects is permitted without prior Session approval
- *Interaction with Church Staff:* The church staff is a friendly, helpful group, and will probably respond to most requests that you make even though they are not supposed to. But we ask that you not put them in that position. We ask that you work through your Staff Leader and let them provide direction to other church staff
- *(No) New Personnel Positions:* No new staff positions may be added without approval of the Executive Director
- *Food Services:* We have an exclusive arrangement with Highland Park Caterer who leases HPPC's kitchen. Your Staff Leader will work with you in ordering food for events. If you want beverages for a meeting, your Staff Leader will show you how to have "self-serve" access to coffee and ice water in the kitchen.

Mark T. Story
Executive Director
Highland Park Presbyterian Church
Main: 214-526-7457
Direct: 214-525-4247
E-mail: mark.story@hppc.org
Web: www.hppc.org

Appendix 2: Security Plan

The Security and Emergency Response Plan is maintained by the Executive Director.

Appendix 3: Vehicle and Road Safety Policies and Procedures

VEHICLE AND ROAD SAFETY POLICIES AND PROCEDURES

I. No person shall drive a church-owned vehicle or any vehicle operated in support of a church-sponsored or church-related activity except for the following:

   a. Members or staff of HPPC who have the driver's license required to drive the vehicle and who are on the Approved Drivers' List maintained by the Director of Facilities. The passenger vans require only a regular driver's license; the 24-passenger bus requires a commercial license.
   b. Persons who are provided through transportation companies approved by the Director of Facilities and who have a commercial driver's license.

II. To utilize a Church-owned vehicle, the following steps must be followed:

   a. Prior to checking out a vehicle, the use of the vehicle should be reserved on the Hub by a requesting Department
   b. The Van Notebook described in Section III below, the keys for the vehicles, and an Approved Driver's List will be maintained at the Receptionist Desk.
   c. A driver on the Approved List may check-out a vehicle, obtain the Van Notebook, and the keys from the Receptionist as long as the vehicle is scheduled on the Hub and the driver is planning to use the vehicle for the reasons that that the Department scheduled it for.
   d. An Approved Driver may also check out a vehicle if no one else has scheduled it in the Hub.
   e. Any time a vehicle is "checked out" or returned an entry should be made in the Vehicle Notebook maintained at the Receptionist Desk.
   f. Before returning the vehicle to the church, the person who checked it out is responsible for filling the vehicle up with gas (unless after their use it still is at least two-thirds full) and cleaning the inside and outside of the vehicle. When returned, the vehicle should be filled with gas and ready for the next user.

III. The Director of Facilities has the overall responsibility for the care, maintenance, and operations of all Church-owned vehicles and is also responsible to ensure any vehicle used in support of a Church-related or supporting activity meets the necessary safety and operating standards. The Director of Facilities will maintain a Van Notebook for each church vehicle. This Van Notebook will be provided by the Director of Facilities along with the keys when a vehicle is checked out by an approved driver. The Van Notebook shall include:

   a. Insurance information for the vehicle
   b. VIN number for the vehicle
   c. The following forms:
      i. Operational Manual for the vehicle
      ii. Vehicle Repair and Breakdown Report

iii. Vehicle Safety and Survival Kit
iv. Pre-trip Inspection Report
v. Accident Report
vi. Repair Report
vii. Weekly Vehicle Checklist
viii. Vehicle Maintenance Record
ix. Vehicle Usage, Mileage and Gas Record

IV. A list of approved transportation companies and an Approved HPPC Vehicle Drivers list will be maintained by the Director of Facilities. To begin the process of being included on this list, the proposed driver must complete a Vehicle Driver Application, Application for Inclusion on Approved Drivers List and a Driver Information Consent Form. The Director of Facilities will use these forms to ensure that all such individuals qualify as approved drivers. This list will be updated on at least an annual basis. No person under the age of twenty-five will be permitted to be placed on the Approved Driver's List and no person, who is not on the Approved List, will be permitted to drive a Church-owned vehicle or any vehicle operated in support of Church-sponsored or related activities, unless an exception is requested by a sponsoring ministry and approved by the Executive Director.

V. The Director of Facilities will be responsible for the regular care and maintenance of all Church-owned vehicles. Particular attention will be given to ensure that all safety features of the vehicles are working properly before the vehicle is used. A preventive Vehicle Maintenance Record shall be maintained on each vehicle. This record will be updated as repairs are made. A designated facilities staff member will be required to complete a Weekly Vehicle Checklist.

VI. Each Church owned vehicle will be equipped with an A-B-C-type fire extinguisher and emergency reflectors or flares, required by law. The vehicle must also have spare electrical fuses unless equipped with circuit breakers. All Church vehicles shall be equipped with a fully stocked first-aid kit, jumper cables and flashlight. For an extended trip over 100 miles, a Vehicle Safety and Survival Kit Checklist must be completed before the trip. Any needed items must be obtained and placed in the vehicle before the trip begins by the ministry using the vehicle.

VII. Every approved driver of a Church vehicle will be required to complete a Pre-Trip Inspection Report if the vehicle is to be driven on a trip of more than 100 miles. All out-of-state trips require a vehicle inspection by a Church authorized mechanic. Additionally, each driver is required to complete a Vehicle Repair and Breakdown Report after the vehicle is returned to the Church. These reports will be found in the Van Notebook that will be provided to the driver by the Director of Facilities along with the vehicle keys. The Director of Facilities will review these reports and schedule needed repairs if deemed necessary.

VIII. On trips of more than 200 miles, it is recommended that an additional authorized driver accompany the group and that drivers should rotate every two hours. Under no

circumstances shall a driver drive more than ten hours in any twenty-four hour period. Eleven-passenger vans must not be driven after midnight and before 6 a.m.

IX. The Church bus (any vehicle over 11 passengers) will be operated only by individuals who have an approved Class C Commercial Operators license. This special license will be noted next to the driver's name of the Approved Ministry Vehicle Drivers List. All drivers will be required to undergo special driver training orientation prior to the operation of the bus. Drivers of 11-passenger vans are required to have completed a van driver certification course offered by the National Safety Council as described in the Vehicle Driver Application.

X. Each driver shall be responsible for using the vehicle in the best interest of the Church. It is the responsibility of the driver to see that all of the following rules are followed. Each driver must be familiar with and adhere to the following guidelines for use of Church vehicles.

a. Church vehicles are not for personal use.
b. Operating a Church vehicle for other than Church-authorized business or while under the influence of intoxicating beverages, or similar impairment is strictly prohibited. Each driver is also responsible for determining that their driving ability is not impaired by medication or other substances (e.g., antihistamines) that could cause drowsiness.
c. Under no circumstances will a Church vehicle operator reassign an assigned vehicle. The Director of Facilities shall approve all vehicle assignments.
d. No driver shall be allowed to use a church vehicle unless he or she is on the Approved Driver's List and the vehicle has been reserved by a sponsoring ministry.
e. To utilize a vehicle, an approved driver who is driving a vehicle properly reserved by a sponsoring ministry shall obtain the keys and Van Notebook from the Hunt Building Receptionist or the Director of Facilities before using the vehicle. Upon returning the vehicle, the driver must update the Vehicle Usage, Mileage and Gas Records.
f. Church vehicles shall be operated in strict accordance with the speed laws, ordinances, and regulations of the area where the vehicles are being driven. Speed limits shall be reduced where and when determined necessary. The driver is expected to exercise good judgment in adjusting speed in accordance with road conditions. During inclement weather (rain, snow, or ice) be especially cautious in the operation of any vehicle.
g. Church vans will be used for no more than eleven passengers.
h. Drivers are never allowed to leave a child unattended in a vehicle.
i. Transporting hitchhikers or unauthorized passengers are prohibited.
j. Always load occupants from the front of the vehicle and request that they seat in seats closest to the front.
k. No more than three people, including the driver, shall ride in the front seat of a Church vehicle except in an emergency. Driver and all passengers shall wear seat belts at all times.

l. There will be no standing in the seats, leaning over the back of the seats or use of tobacco in any form in the vehicle.
m. Transporting passengers on the fenders, running boards, or tops of vehicles is prohibited. No passengers will be transported with their arms or feet projecting out of the windows. Passengers shall fill the front seats first. All passengers being transported must be seated.
n. The driver shall see that his vehicle is in safe operating condition. Any part of the vehicle that is in an unsafe condition shall be reported to the Director of Facilities for prompt attention. This can be accomplished by completing a Vehicle Repair Report. It is the driver's further duty to see that the equipment (i.e. fire extinguishers) necessary to comply with safety rules and regulations is on the vehicle at all times and in good condition. Special attention shall be given to proper tire air pressure. Recent studies have shown that many of the accidents caused by tire blow outs were due to improper tire air pressure. If, at any time, the driver feels that the vehicle is unsafe or the driver is unable to continue their trip, the driver shall find a safe place to park the vehicle and secure necessary assistance.
o. The vehicle shall be kept in gear while waiting at traffic signals or stop signs. If approached or threatened, the driver shall honk the horn and drive off.
p. The driver shall not tailgate. Tailgating is the practice of driving on a road too closely behind another vehicle, such as less than the travel distance in two seconds or, equivalently, one vehicle-length for every five miles per hours of the current speed.
q. The driver shall lock an unattended vehicle to prevent theft of the vehicle, personal belongings, or other items in the vehicle.
r. Vehicle engines shall not be operated under idling conditions for a period in excess of five minutes.
s. Vehicle shall not be fueled with riders on board unless absolutely necessary. Never refuel in a closed building with riders on board.
t. When parking the vehicle:
    i. Park as close to the entrance as legally possible (under a street light at night);
    ii. Avoid parking next to campers, buses or large trucks that could conceal someone from your view;
    iii. Back into slots in an underground garage or parking lot;
    iv. Always engage the parking brake;
    v. Have exact change for parking meters;
    vi. Take parking lot ticket with you when you depart the vehicle;
    vii. Check surroundings before unlocking the door;
    viii. Don’t leave packages or briefcases in clear view on vehicle seats; and
    ix. Always lock the vehicle before leaving.
u. Towing of heavy or multi-axle trailers or another vehicle is prohibited.

XI. A weather report shall be obtained prior to any lengthy trip. A trip itinerary shall be prepared and left with the ministry Department Director.

XII. If bad weather is encountered on a trip, the driver shall take the following special precautions:

a. Reduce speed;
b. Keep headlights on;
c. Lengthen distance between moving vehicles;
d. Pull completely off the road, place emergency flashers on if unable to see because of driving rain, and stay in vehicle until conditions improve.

XIII. If the driver encounters mechanical problems the following procedures shall be followed:

a. Park the vehicle in a safe and well lit location;
b. Immediately turn emergency flashers on;
c. Stage flares or reflector warning signs behind the vehicle;
d. Call the emergency roadside assistance phone number on the roadside assistance card or Vehicle Repair and Breakdown Report form located in the Van Notebook;
e. Raise hood of vehicle to indicate mechanical problem;
f. Call 911 if unsafe conditions arise; and
g. Complete a Vehicle Repair and Breakdown Report and give it to the Director of Facilities immediately upon return to the Church. A blank copy of this report is kept in the Van Notebook.

XIV. In case of an accident, ensure that all injured persons are properly cared for. Call the police on the cellular phone. Complete the Vehicle Accident Report which is maintained in the Van Notebook of the vehicle. This report shall be submitted to the Director of Facilities as soon as possible.

XV. If the vehicle is on a trip outside HPPC's area and is involved in an accident, the driver or staff representative shall contact the Director of Facilities as soon as possible after the accident.

XVI. Under no circumstances shall a driver of a Church-owned vehicle use a cellular phone while operating the vehicle.

XVII. Violations of these instructions or any of the provisions of this section or related forms signed by a driver shall cause immediate removal of his or her name from the Approved Ministry Vehicle Drivers List.

XVIII. A copy of these vehicle safety procedures will be furnished to all approved ministry vehicle drivers for their review and adherence.

Appendix 4: Audio Visual and Lighting Policies

1. The Director of Production Ministry is responsible for the quality and dependability of church AVL equipment and AVL technicians and for the quality of production and events that utilize AVL equipment/technicians.

2. Whenever an event or activity needs AV support, the Director of Production Ministry should be contacted.

3. If problems with AVL equipment arise, the Director of Production Ministry should be contacted.

4. For worship services and for relatively simply production needs that can be handled by a single AVL technician, the Production and Media Cost Center will cover the cost of the AV technician

   If the event is complex enough that more than one AVL technician is needed, the ministry area holding the event may be required to pay the cost of the additional AVL technicians out of its own budget. .

5. For "outside events" that HPPC is hosting, the contact person for the outside group should contact the Director of Production Ministry directly and the Director will work out the costs for the event and the method of payment. Please do not give outside groups the impression that the church provides AVL support for "free." When the church charges for the use of the facility, the cost of AVL support is not included in the fee. Even if the church is providing the venue for "free," the AVL support is not free.