

Const. & Manual of Oper.

Operations Manual of Hope Hills Church of Calgary



CHURCH YEAR

The fiscal year shall begin on January 1st.

PHILOSOPHY OF THIS OPERATIONS MANUAL

This manual is designed to help members know how to accomplish the mission of the church and is to serve the church rather than be the master of the church. It is intentionally flexible. It can and will be evaluated regularly and changed by the Directional Team at any time with notice being given in the Minutes. Changes to the Operations Manual must be approved by two-thirds congregational vote.

ARTICLE 1: STATEMENT OF FAITH

Our commitment to the Christian faith is:

- I. **The Bible:** We believe the Bible is the inspired word of God and we accept it as the final authority for all matters of faith and practice. (II Timothy 3:14-17; II Peter 1:20-21; Romans 15:4; Hebrews 4:12)
- II. **God:** We believe there is one God, the creator and sustainer of the universe, who reveals Himself to us as the Father, the Son and the Holy Spirit. (Deuteronomy 6:1-9; Mark 12:28-29; 2 Samuel 7:22; Genesis 1:1; John 1:1-5; John 14:1-27; Matthew 28:19)
- III. **Jesus:** We believe that Jesus is Lord, the Christ, the Son of the living God. He was born both fully human and fully divine. We believe that Jesus suffered and died on the cross, that he was buried and then rose from the dead, that he ascended into Heaven and now sits at the right hand of the Father, and that he will return to earth to judge both the living and the dead. (Matthew 27,28; John 1:14; Luke 1:26-29; Colossians 2:9; I John 1:1-4; Luke 23-24; Acts 7:56; Matthew 24:36-42; I Peter 4:5.)
- IV. **Holy Spirit:** We believe that the Holy Spirit is the Spirit of God sent to indwell, guide, teach and empower all believers, and to convince the world of sin, righteousness, and judgment. (John 14; John 16:7-11; John 3:5-6; Romans 8; I Corinthians 3:16; II Timothy 1:14)
- V. **Church:** We believe that Christ's church consists of all Christians everywhere, and that the mission of the church is to make disciples of all nations, baptizing them and teaching them to obey all of Jesus' commands. The Church regularly practices the ordinances of baptism and the Lord's Supper. (Matthew 16:13-18; 28:18-20; Acts 2:17-47; I Corinthians 3:16; 12; Ephesians 1:22-23; 2:19-22; 4:11-16; I Tim 3:15; Heb 10:25)
- VI. **Salvation:** We believe that mankind was created in the image of God, given dominion over all creation, and walked with God. However, the sin of man caused separation from God and caused death to enter the world. Through Jesus Christ we are offered forgiveness of our sins, eternal life and our relationship with God is restored. This forgiveness cannot be earned, but is offered freely as we respond to Jesus in faith. Our faithful response to God's offer of salvation includes admitting our sinfulness, turning away from sin, trusting Jesus as Savior, being baptized through full immersion into Christ, and joining in the life of His body,

the church. (Genesis 1- 3; Romans 3:23; 6:1-4; 10:11-13; Acts 2:38; 3:19; 4:12; Ephesians 2:8-10; Titus 3:3-7; Matt 28:18-20; John 3:14-16)

- VII. **Baptism:** Christian baptism is an act of obedience symbolizing the believer's faith in a crucified, buried, and risen Saviour, the believer's death to sin, the burial of the old life, and the resurrection to walk in newness of life in Christ Jesus. It is a testimony to the person's faith in the final resurrection of the dead. Being a church ordinance, it is prerequisite to the privileges of church membership and to the Lord's Supper. We practice baptism by immersion in water.
- VIII. **The Lord's Supper:** is a symbolic act of obedience whereby members of the church, through partaking of the bread and the fruit of the vine, memorialize the death of the Redeemer and anticipate His second coming. Our habit is to celebrate the Lord's Supper weekly as part of our worship gathering.
- IX. **Marriage & Family:** God has ordained the family as the foundational institution of human society. It is composed of persons related to one another by marriage, blood, or adoption. Marriage is the uniting of one man and one woman in covenant commitment. It is God's unique gift to reveal the union between Christ and His church and to provide for the man and the woman in marriage the framework for intimate companionship, the channel of sexual expression according to biblical standards, and the means for procreation of the human race. Children, from the moment of conception, are a blessing and heritage from the Lord. Parents are to demonstrate to their children God's pattern for marriage. Parents are to teach their children spiritual and moral values and to lead them—through a consistent lifestyle example and loving discipleship—to make choices based on biblical truth. Children are to honor and obey their parents.

ARTICLE 2: MEMBERSHIP The membership of Hope Hills Church shall consist of those who commit to the mission of Hope Hills Church by means of the Membership Covenant. The following Membership Covenant will be renewed each year by those who choose to be members. We ask members of Hope Hills Church to commit to the following Membership Covenant:

- X. OUR VISION – I commit to doing my part to fill the hills of north Calgary with the hope of Jesus Christ so every man, woman and child can have repeated opportunities to hear, see and respond to the gospel of Jesus Christ.
- XI. OUR MISSION – I commit to connect with God through worship and personal devotion, connect with others through fellowship and discipleship relationships, and connect others with God through ministry and mission. I believe it's God's desire for his followers to be disciples who are making other disciples. I will pursue my own spiritual growth and transformation as a disciple of Jesus and will strive intentionally to help disciple other people that God places in my life.
- XII. OUR VALUES – I understand and desire to shape my life around the core values of Hope Hills Church which are Gospel Transformation, Holy Spirit Dependence, Intentional Equipping, Radical Generosity, Authentic Transparency and Kingdom Diversity. I will not be perfect in living them out, but will strive to grow these areas of my life and faith, and will aim to support these values as I participate in the ministry of Hope Hills Church.
- XIII. OUR RHYTHMS – I commit to regularly being a part of worship gatherings, connection groups, serving on a ministry team and being an active participant in the mission of Hope Hills Church to the best of my ability.

- XIV. UNITY - I will work toward unity in all things with my brothers and sisters in Christ as we pursue the mission, vision, and values of Hope Hills Church together under the guidance and direction of our leadership.
- XV. LOVE – Without Godly love we will be nothing more than a resounding gong (I Cor 13). Whoever does not love does not know God, for God is love (I John 4:8). I commit to loving my fellow members and my church leadership, but I also commit to striving for a Godly love and concern for all those around me in the world who are hurting, broken, lost, and in need of Christ. Even in our disagreements, and especially in our conflict, love must always reign.
- XVI. BELIEF – I have given my life to Christ through baptism and I am in agreement with the core beliefs of Hope Hills Church in relation to God, Jesus, the Holy Spirit, Church, and Salvation. I desire to let these beliefs shape and guide my actions and direction in life.
- XVII. DISCIPLESHIP – I believe it's God's desire of his followers, and His mission for our church, to be disciples who are making other disciples. I will pursue my own growth and transformation as a disciple of Jesus and will strive to intentionally disciple other people God places in my path at work/school, in my neighbourhood, and those within my church family.
- XVIII. RELATIONSHIP – Hope Hills Church believes that discipleship begins with and takes place within relationships. For this reason I will intentionally strive to establish and grow relationships with others providing a foundation for me to engage in discipleship with them. I will make every effort to be involved in a connection group of Hope Hills Church understanding that they provide one of our best opportunities for accomplishing both relationship and discipleship.
- XIX. PARTICIPATION – I will strive always to be a contributing member of Hope Hills Church through the use of my spiritual gifts, the sharing of my financial resources, and a commitment to our large Sunday gatherings. I commit to regularly pray for my fellow church members, the church's leadership, friends and family who don't know Jesus and for God to use Hope Hills Church for His glory and our community's good.
- XX. CHURCH DISCIPLINE - The exercise of discipline within the Body of Christ is a biblically prescribed practice. (Matthew 18:15-17; 1 Cor. 5:1-13) The purpose of such disciplinary actions is two-fold: it is intended to bring about repentance in the life of the offender along with reconciliation and it is enacted to protect the rest of the family as well as the reputation of the church in the community. Such disciplinary actions ought to follow the Matthew 18 model. Disciplinary action should be handled by the Elders along with the Lead Pastor.

ARTICLE 3: GOVERNANCE & LEADERSHIP STRUCTURE Hope Hills Church is: held accountable by the congregation, led by a team of Elders and Deacons, governed by a Directional Team consisting of selected Elders and Deacons who function as the oversight Board of the church, and guided by a Lead Pastor. The primary focus of our Governance and Leadership Structure is to equip our church membership to do what God calls all Christ-followers to do: find and follow Jesus so they can fill their homes, friends and community with the hope of Jesus Christ. This involves leaders helping members embed their identity in Christ Jesus, establish spiritual habits and rhythms, equip through training and experiences, and encourage through every phase of their spiritual and personal growth. Activities to foster this include: preaching, teaching, counseling, pastoral care, mentoring, training and providing opportunities for growing spiritually and serving others. Hope Hills Church's governance structure is intentionally built around two guiding

principles: consensus-building and a collaborative approach to decision-making. A two-thirds vote of approval is required for all decisions made by the Leadership Team, Directional Team, and Congregation.

- I. **The Congregation** is composed of all who call Hope Hills Church their church family and strive to live in unity and harmony with one another by living an Acts 2:42-47 & Acts 4:32-35 lifestyle. The Church's voting members are those within the Congregation who have agreed to and signed the Membership Covenant. Any person in the congregation can voice concerns and grievances to the Lead Pastor, the Directional Team or an Elder or Deacon they serve with.

A. Responsibilities of Covenant Members of Hope Hills Church

1. Agree to hold all teams, boards and leaders accountable through voting on key decisions (detailed below)
2. Commit to participating in and contributing to the mission and vision of Hope Hills Church

B. Privileges limited to Covenant Members include:

1. Serving in a Ministry Team role requiring covenant membership (these are decided upon and ensured by the Leadership Team)
2. Serving as an Elder or Deacon
3. Serving on the Directional Team
4. Leading a Connection Group
5. Voting on church matters during a called meeting

C. Voting:

1. For congregational meetings, a quorum is recognized when 30 per cent of the Covenant Members are present.
2. All voting must take place during a congregational meeting.
3. All congregational meetings will be scheduled by the Directional Team and must be announced two weeks prior to the meeting date.
4. All motions require a two-thirds vote to be carried.
5. An Annual Family Meeting (AGM) will be held yearly by the end of the month of February to approve the year's budget, approve previous year's financial statements and vote on any other matters presented by the Directional Team.
6. A pastor, staff member, or anyone who may financially profit directly from a congregational decision is not allowed to vote on that decision. When decisions are being made about salary, benefits, or other such issues, those who are affected by the decision must abstain from voting on these issues and this shall be noted in the minutes.
7. Covenant Members have the right and privilege to approve via vote the following church matters:
 - a) Changes to the Constitution, Operations Manual, and Statement of Faith
 - b) Annual budget and financial statements
 - c) The buying or selling of real property
 - d) Purchases greater than \$10,000.00
 - e) Hiring and firing of the Lead Pastor
 - f) Directional Team members
 - g) Dissolution of the church

8. Non-Covenant Members of the Congregation are welcome to provide feedback and responses when a congregational survey is conducted to help the Directional Team or Leadership with a decision.

II. **The Directional Team:** The Directional Team serves as the governing “Board of Directors” of Hope Hills Church, overseeing compliance, crafting the vision of the church, executing the overall mission of the church and ensuring the health and well-being of the church institutionally. The Directional Team serves as the church’s “Board of Directors” for provincial and federal requirements.

A. Nomination and approval procedure

1. Directional Team members are nominated by the Leadership Team.
2. Each Directional Team member must be confirmed by the Congregation through vote by a called Congregational meeting.

B. Composition

1. The Directional Team is made up of 7 individuals: 3 Elders, 3 Deacons, and 1 church member who does not serve as an Elder or Deacon.
2. There should be at minimum two members of each gender (man and woman) represented on the Directional Team at all times.
3. Roles are determined by internal nomination and vote of the Directional Team. If a confirmation vote cannot be reached by the Directional Team, the vote will be sent to the Leadership Team (Elders and Deacons) for approval by vote.

C. Roles

1. President of the Directional Team who serves as a Trustee
2. Vice President of the Directional Team who serves as a Trustee
3. Secretary of the Directional Team who records meeting minutes
4. Four members-at-large

D. Requirements & Qualifications

1. Meet the moral and spiritual qualifications for a Deacon based on 1 Timothy 3:8-13
2. Agrees with the Statement of Faith
3. Strives to live according to the the Membership Covenant
4. Are generous with their time, talents and treasures as demonstrated through serving on a Ministry Team and tithing at least 10% of their individual income to the Church.
5. Has been a member of Hope Hills Church for at least 1 year

E. Responsibilities

1. Craft vision for and oversees the direction of the church by:
 - a) Providing oversight and support to Elders carrying out ministry of the Word and prayer and matters of church discipline
 - b) Providing oversight and support to Deacons carrying out strategic initiatives and leading teams or ministries
 - c) Executing the church’s Vision, Mission, Values, Strategy and Outcomes throughout all aspects of church life
 - d) Evaluating the health of the church’s culture, systems and staffing
2. Approve the hiring and firing of church staff except the Lead Pastor
3. Serve the church by ensuring the role of Lead Pastor is functioning well:

- a) Serves as the “Search Team” when a new Lead Pastor is needed and recommends the candidate to the Congregation for approval by vote.
 - b) Recommends termination of the Lead Pastor to the Congregation due to disqualifying behaviour, validated grievances or needed change in the life and direction of the church as determined by the Directional Team.
- 4. Nominate new Elders and Deacons for Congregational approval
- 5. Compile and present annual budget to the Congregation at the Annual Family Meeting (AGM)
- 6. Evaluate health of and provide recommendations regarding the church’s finances
 - a) Approve purchases between \$1,000 - \$10,000
 - b) Recommend purchases of real property to the Congregation
 - c) Select bookkeeping/payroll contractor and all online systems
- 7. Ensure compliance regarding insurance, government regulations for religious societies, accounting procedures and all other legal matters
- 8. Select own President, Treasurer and Trustees (when required)
- F. Term limits
 - 1. Directional Team members serve for 3 years.
 - 2. After a 3 year term, a person on the Directional Team may serve an additional 3 year term if nominated by the Leadership Team and approved by the Congregation.

III. **The Leadership Team** is composed of both the Elders and Deacons who lead our church spiritually and practically through leading teams or an area of ministry. Elders and Deacons work collaboratively within their areas of ministry to ensure the work of that ministry is accomplished and the people serving within that ministry are supported. The Leadership Team is responsible for making decisions that serve the spiritual and practical needs of the church based on the responsibilities outlined in this Operations Manual. To build consensus, Leadership Team members (Elders and Deacons) are encouraged to discuss and decide on important matters or needs within their ministry with the whole Leadership Team, especially if church resources are involved.

- A. Elders are the servant leaders of Hope Hills Church chosen to serve the Church through the spiritual ministries of the Word and Prayer found (Acts 6:4). Elders work with the Lead Pastor to shepherd the congregation and care for the church’s needs. Elders support the Lead Pastor personally by providing emotional support and accountability regarding biblical, moral and spiritual virtues. Based on this accountability role and the sensitive nature and needs of the Lead Pastor, the role of Elder is limited to men as qualified by Scripture and the below terms.
 - 1. Qualifications: Elders should be people of character who agree with the Statement of Faith, adhere to the Membership Covenant, and strive to live by the moral and biblical qualifications found in 1 Timothy 3:1-7 & Titus 1:5-9.
 - a) Above Reproach: Carry themselves in such a way that they cannot easily be accused.
 - b) Self-Controlled: They are not quick to act or to speak, but think first. Not controlled by or addicted to substances such as alcohol, narcotics, or pain killers or behaviours such as pornography but by the Holy Spirit.

- c) Temperate: Not known for extremes in behaviour and speech.
 - d) Respectful: They are seen or known to be respectful of others in their words & actions.
 - e) Hospitable: They are seen as approachable & welcoming in spirit.
 - f) Able to Teach Others: They are able to publicly/private teach the Gospel to others.
 - g) Gentle: They are kind and understanding in their dealings with others.
 - h) Agreeable: They play well with others. Able to abandon their own plans for others.
 - i) Generous: They steward their resources well so they can be generous with their finances.
 - j) Mature Christian: Not young in their faith as displayed in their actions more than time.
 - k) Humble: They seek God's glory over their own.
 - l) Example to Others: They carry a good reputation in their Circles Outside the Church
 - m) Faithful in Marriage: If they are married, they are fully devoted to that marriage.
 - n) Faithful in Family: If they have a family, they disciple & manage them well, leading their children to be godly, respectful, and obedient.
2. Selection: Elders are chosen based on their devotion and dedication to Jesus Christ, their Church family, and the Community-at-large. Elders are nominated by the Leadership Team and approved by the Directional Team. Elders are chosen when they display that they:
- a) Are striving to live a life of devotion to God displayed through their regular habits of prayer, study of Scripture, sabbath rest, life in gospel community, and disciple-making.
 - b) Are known as dedicated members of Hope Hills Church as seen by their commitment to serving faithfully in the ministries of the Church.
 - c) Are generous with their time, talents and treasures as demonstrated through serving on a Ministry Team and tithing at least 10% of their individual income to the Church.
 - d) Are people of godly character and morals
3. Responsibilities:
- a) Pastoring Church Members and Leaders: by shepherding and leading the Congregation to live the vision, mission, values and strategy of the Church
 - b) Promoting Church's Vision: by modeling, communicating, and preaching
 - c) Pastoral Care: by looking after the spiritual, physical, mental and emotional health of the Congregation by monitoring needs and ensuring appropriate care.
 - d) Preaching: by teaching the Bible regularly during Worship Gatherings and other worship events through Biblical exegesis and compelling exposition

- e) Prayer: by encouraging the Congregation and leaders to pray with and for one another before, during and after and Sunday services and throughout the week as the Holy Spirit prompts and provides opportunities
 - f) Protecting the Unity of the Church: by guiding conversations related to theological differences, teaching Biblical truth, guarding the Statement of Faith and confronting opposition to both.
 - g) Removing a church member due to church discipline procedures
 - h) Collaborating with the Directional Team regarding the budget by submitting requests and line amounts.
4. Elder Size and Term Limits
- a) Due to the current size of our church, our desire is to always have between 3-5 Elders. In the future, new Elders will be sought as the need arises or when a person comes along/rises up in the church who is well equipped to serve as an Elder.
 - b) Elders serve 3 year terms and may serve additional terms if nominated by the Leadership Team and approved by the Directional Team.
- B. Deacons must meet the biblical qualifications found in 1 Timothy 3:8-13, share in the biblical ministries of serving the needs of the Congregation found in Acts 6:1-7, agree with the Statement of Faith and adhere to the Membership Covenant of Hope Hills Church. Deacons provide leadership for the church by leading a Ministry Team or overseeing a Ministry Area. The number and responsibilities of the Ministry Teams and Areas are determined by the Directional Team based on the needs of the church.
1. Qualifications for a Deacon
- a) Is a covenant member of Hope Hills Church in good standing
 - b) Strives to live by the spiritual qualifications in 1 Timothy 3:8-13
 - (1) Respectful: They are seen or known to be respectful of others in their words & actions.
 - (2) Not hypocritical: They practice what they expect of others
 - (3) Self-controlled: They are not controlled by or addicted to substances such as alcohol, narcotics, or pain killers or behaviours such as pornography but by the Holy Spirit.
 - (4) Generous: They steward their resources well so they can be generous with their finances.
 - (5) Faithful to Doctrine: Believe the Bible is God's Holy, inspired, inerrant Word with a clear conscience.
 - (6) Proven: They have demonstrated the ability to lead themselves well before serving as a deacon.
 - (7) Not slanderers: They speak of and act kindly toward others.
 - (8) Faithful: They can be relied upon and trusted by others.
 - (9) Faithful in Marriage: If they are married, they are fully devoted to that marriage.
 - (10) Faithful in Family: If they have a family, they disciple & manage them well, leading their children to be godly, respectful, and obedient.

- c) Deacons are chosen based on their devotion and dedication to Jesus Christ, their Church family, and the Community-at-large. Deacons are nominated by the Leadership Team and approved by the Directional Team.

2. Responsibilities:

- a) Leading their Ministry Team or Area to fulfill the church's mission
- b) Ministering to the practical needs of the Congregation according to their role
- c) Mobilizing team members through equipping and empowering them to use their gifts and passions in ministry
- d) Modeling how to serve in their area of ministry and gifting
- e) Making decisions based on needs and budget alignment
- f) Deciding the calendar of events, trainings, and other gatherings that support the mission and members of the church
- g) Collaborating with the Directional Team regarding the budget by submitting requests and line amounts.

3. Deacon Size and Term Limits

- a) The number of Deacons is based on the number of Ministry Teams and Ministry Areas requiring a leader and determined by the Directional Team.
- b) Deacons serve 3 year terms and may serve additional terms if nominated by the Leadership Team and approved by the Directional Team.

C. Resignation from Leadership Team

- 1. We recognize that life circumstances often change and therefore our Elders and Deacons will be provided an open door to resignation if needed (at very least, an early sabbatical).
- 2. An Elder or Deacon should not continue serving out of obligation in a context that is unhealthy for them, their family or the church. In this context, sabbatical or resignation is encouraged.

IV. **The Lead Pastor** is the spiritual undershepherd who leads the Congregation by casting vision for the better future of the church, championing the mission of the church, cultivating a culture in the church centred around our core values, collaborating with all members and leaders to build consensus for decision-making, protecting the doctrines and faith of the church, ensuring the members of the church are cared for, equipping the church for mission and ministry, and empowering members and leaders to use their gifts in service to the Lord.

A. Qualifications: The Lead Pastor must meet the same qualifications as Elder listed in this Operations Manual

B. Responsibilities: The Lead Pastor is expected to work a minimum of 40 hours per week over the span of 5 out of 7 days of the week and fulfill these duties:

- 1. Spiritual Leadership: Providing spiritual guidance, counseling, and support to church members, preparing and delivering sermons, and leading worship services. Guiding the church's mission, vision, and strategic direction, ensuring ministries align with the church's values.

2. Ministry Oversight: Ensuring the effectiveness and consistency of all church ministries by equipping and empowering the members of the Leadership Team; identifying and developing leaders; and mentoring volunteers.
 3. Disciple-Making: Investing in the spiritual growth of those inside and outside of the church through discipleship groups, small groups to ensure the church is connecting people with God, with others, and others with God.
 4. Management: Oversees the day-to-day operations of the church including finances, personnel, operations, and church communications.
 5. Community Outreach: Helping plan and participate in evangelistic community service and outreach in our community to ensure the church is actively connecting others with God.
- C. The Lead Pastor serves as an Elder and leads the Elder Team, guides the Leadership Team, and is an ex-officio member of the Directional Team.
 - D. The Lead Pastor is held accountable by the church's Directional Team, supports the Leadership Team of Elders and Deacons, and serves the church Congregation in love and grace.
- V. **Staff:** Additional staff may be hired to enhance the purpose and mission of Hope Hills Church. Upon consultation with the Leadership Team and Directional Team, these staff members are added according to congregational need and feasibility. These staff members serve as an integral part of the ministry of the church community and are to be chosen on the basis of their spiritual commitment to ministry in a team setting and their unique gifts and skills in Christian service. These staff members serve under the administrative oversight of the Lead Pastor but are ultimately accountable to the Directional Team and Congregation.
- A. If a particular ministry grows beyond the capacity of a volunteer, current Elders and Deacons may be hired to continue their role as a staff member.
 - B. If the needed staff position is a role of an Elder or Deacon, they must meet the qualifications outlined in this Operations Manual.
 - C. If the staff position is not considered an Elder or Deacon role, qualifications and selection criteria will be determined by the Lead Pastor based on the needs of the Church.
 - D. All staff will undergo yearly evaluations from the Directional Team.

ARTICLE 4: GRIEVANCES In all communities there are times when there are differences of opinion and it is often easier to run from a problem than to face it and work through it. Our desire is to identify the root of a grievance through prayer and discernment and attempt to allow God to lead us to reconciliation. In this we will have an opportunity to see God's great power at work so that we might mature as a community of believers. We, under the guidance of the Holy Spirit, will attempt to help the parties involved understand each other and find working solutions to these problems. Although we hope that this will happen naturally between those in disagreement and within the wider church community there may be times where it will not happen naturally. In these cases it is the role of the Elders to act in a capacity of listening and appreciating the whole of the disagreement. Although the Elders may sense when a problem exists and step in to help, it is the responsibility of each person involved in the disagreement to call upon the Elders for help. There may be times where the disagreement is with the Lead Pastor, an Elder, or a Deacon. In

such a case, another Elder should be brought into the situation. If outside counsel is needed, it will be at the request of the Elders.

- I. All issues of church discipline and grievance will be handled with prayer and love recognizing that this is a community approach to church and not a collection of individuals approach to church.
- II. Conflicts will be handled by seeking the best outcome for the Kingdom of God, and the community of believers as a whole including those directly involved in the conflict. If it is necessary to move outside of our community for this to occur we will do so with a desire to avoid litigation.
- III. Elders should guide these types of conversations using the repentance and reconciliation process outlined in Matthew 18:15-20.
 - A. Individual Plea for Repentance & Reconciliation 15 *"If your brother sins against you, go tell him his fault, between you and him alone. If he listens to you, you have won your brother."*
 - B. Communal Plea for Repentance & Reconciliation 16 *But if he won't listen, take one or two others with you, so that by the testimony of two or three witnesses every fact may be established.*
 - C. Leadership Plea for Repentance & Reconciliation 17a *If he doesn't pay attention to them, tell the church.*
 - D. Excommunication of the Unrepentant 17b *If he doesn't pay attention even to the church, let him be like a Gentile and a tax collector to you.*
 - E. Importance of Prayer and Unity Through Whole Process 19 *Again, truly I tell you, if two of you on earth agree about any matter that you pray for, it will be done for you by my Father in heaven. 20 For where two or three are gathered together in my name, I am there among them."*

ARTICLE 5: REVOKING CHURCH MEMBERSHIP

- I. In order to preserve the spiritual importance and responsibilities of local church membership, membership will be denied to those:
 - A. Not yet willing to confess their faith in Jesus Christ as their personal Lord and Saviour
 - B. Not yet baptized by immersion upon their confession of faith
 - C. Not yet prepared to live by the membership covenant or statement of faith
- II. In order to preserve the spiritual health and well-being of our Congregation, membership will be revoked to those:
 - A. Who transfer their membership to another church congregation
 - B. Who persist in a lifestyle that is not in keeping with Hope Hill's Membership Covenant
 - C. Who continually cause dissension and are not following the guidance of the Elders to maintain Christian love and unity
 - D. Revoking membership would only occur after the person had been advised by the Elders of the concern about their conduct and had been given a reasonable opportunity to respond to the concern at a meeting of the Elders.

APPENDIX 1: Organizational Chart

Directional Team

Leaders who Equip the saints for the work of the ministry

- Evaluating health of Church culture
- Hiring and firing of staff
- Compiling annual budget to present to Congregation
- Oversight of the Elders and Deacon Teams
- Ensuring compliance (insurance, government, etc.)
- Has healthy mix of APEST gifts/leaders

Lead Pastor

- Manages daily church operations & communications
- Manages staff
- Leads Elder Team
- Resources Deacons
- Plans Order of Service for worship gatherings
- Organizes disciple-making & training opportunities

Leadership Team: Elders

Servant Leaders who Encourage the saints for the work of the ministry.

Provides spiritual support and leadership of:

- The Word: Teaching & Preaching
- Spiritual Care of souls
- Prayer
- Guarding doctrine
- Worship Gatherings (connect with God)
- Connection Groups (connect with Others)
- Ministry & Mission (connect others with God)
- Accountability and emotional/spiritual support for Lead Pastor

Reports to Directional Team

- Budget requests for areas of ministry
- Provides regular reports re: culture, care and people

Staff elders are called Pastors if ordained

Leadership Team: Deacons

Leading Servants who Engage the saints in the work of the ministry

Provides practical support and leadership of:

- Ministry Areas (Men, Women, Care)
- Ministry Teams (Worship, Kids, Finance, Welcome, Setup)
- Events and Calender
- Physical needs of members

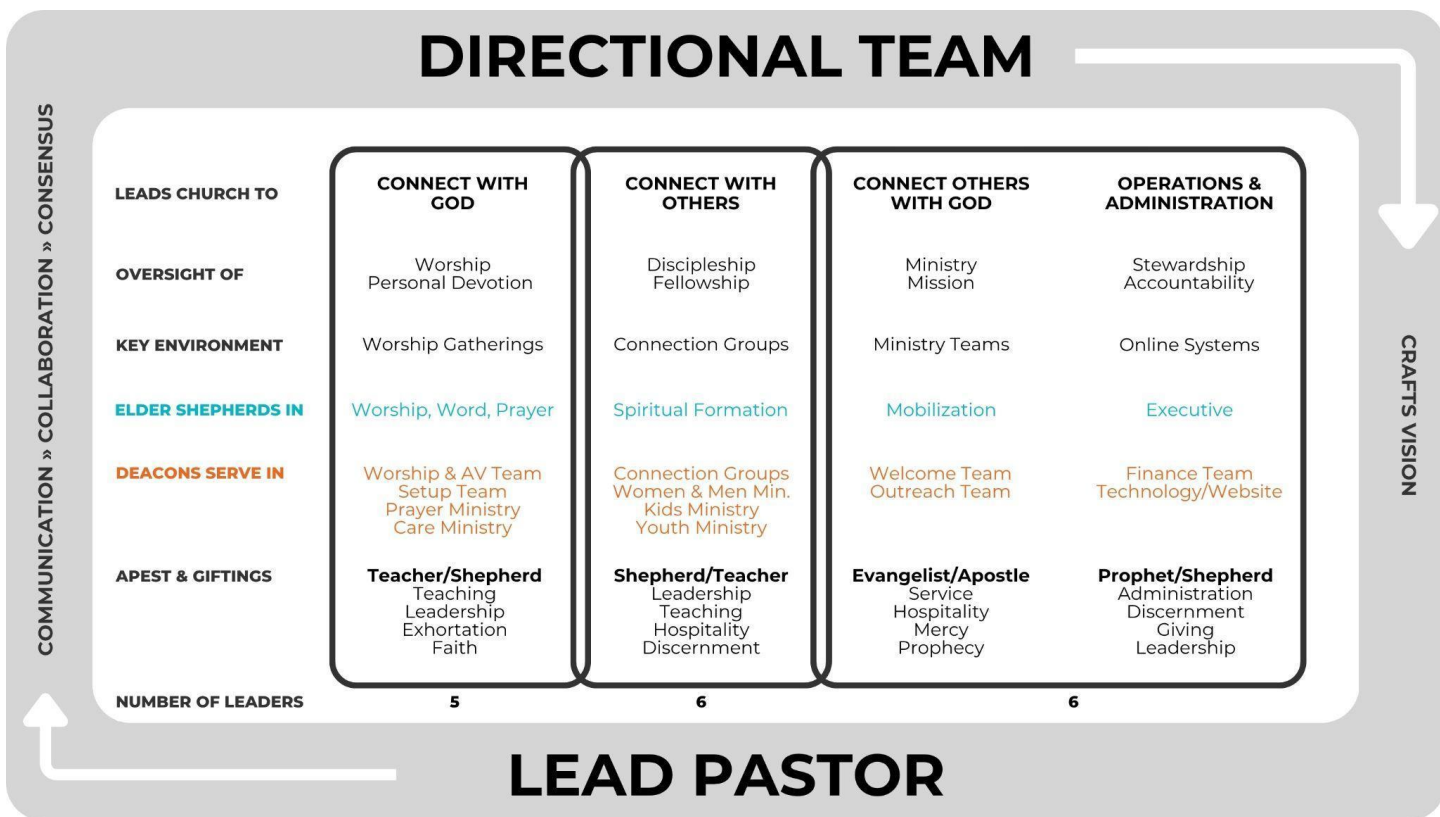
Reports to Directional Team

- Budget requests for areas of ministry
- Regular reports re: team or ministry

Staff Deacons can be called Directors

Members of the Congregation

- Approve annual budget and financial statements
- Approve hiring of the Lead Pastor
- Approve purchasing real property and assets more than \$ 10,000.00
- Changes to Constitution, Operations Manual, Statement of Faith



APPENDIX 2: Responsibilities Overview

Provides an overview of responsibilities and decision-making rights of each group.

LP = Lead Pastor, **DT** = Directional Team, **LT** = Leadership Team

	Congregation	Leadership Team Elders + Deacons	Directional Team	Lead Pastor
Church Life	1) Live Covenant 2) Contribute to Life and mission	1) Elders serve spiritually through Word, Prayer, and disciple-making, 2) Deacons serve practically through their area of ministry	1) Crafts vision 2) Oversee direction 3) Execute Vision 4) Evaluate health	1) Casts Vision 2) Champions ministries 3) Cultivates creates culture
Personnel Decisions	Affirms new positions via budget vote	Recommends needs to DT	1) Approves hiring/firing of staff except LP 2) Compiles Staff Policies & Procedures	1) Recommends needs to DT 2) Crafts job descriptions 3) Manages staff
Choosing Lead Pastor	Approves via vote the employment or disemployment Lead Pastor	Provides input re: profile and job description for Lead Pastor	1) Search team 2) Recommends candidate or termination	
Choosing Directional Team	Approves via vote	Nominates	Selects own Trustees	Advises through LT
Choosing Leadership Team	Delegates to DT	Nominates	Approves	1) Leads 2) Consensus 3) Collaboration
Budget & Finances	Approve Budget via vote	Submit Budget requests and discuss needs	1) Prepare/present Budget for AFM 2) Oversees finances	Advises both LT and DT on church needs and realities
Purchasing Real Property	Approves via vote	Provides input with DT	Recommends and presents to Congregation	Makes suggestions and works with DT
Gen. Purchases	Must approve \$10,000.00 or more	Within budget and < \$1,000.00	Approves \$1,000.00-\$10,000.00	Within budget and < \$1,000.00
Operations	Affirms current and suggests new needs	1) Elders: preaching calendar, groups 2) Deacons:	Bookkeeping, payroll contractor and online systems	Manages daily operations, admin, communications
Compliance	Approves amendments to Constitution and Operations Manual	Provides input and suggestions to DT	Insurance, gov. Reg., accounting, all legal matters	Leads DT and raises issues for discussion and decision

RESPONSIBILITIES

DIRECTIONAL TEAM

Selected Elders, Deacons

- Compiles/presents annual budget
- Approves hiring/firing of church staff
- Search Team for new Lead Pastor and presents firing LP to Congregation
- Approves new Elders and Deacons
- Selects own President, Treasurer & Trustees within Directional Team
- Recommends purchases of real property
- Approves purchases of < \$10,000
- Supports Elders carrying out matters of church discipline
- Makes oversight decisions regarding vision, mission, strategy and values

LEADERSHIP TEAM

Elders & Deacons

- Submits requests to annual budget
- Recommends needs for staff
- Provides input for job description and profile for Lead Pastor
- Nominates Elders & Deacons
- Nominates Directional Team
- Lends input on purchases of real property
- Makes purchases within budget
- Elders carry out church discipline procedure following Matthew 18
- Carries out vision, mission, strategy and values through teams/ministry

CONGREGATION

- Approves annual budget via vote
- Affirms staff hires/fires via budget
- Approves hiring/firing of a Lead Pastor via vote
- Supports Elders & Deacons
- Approves Directional Team via vote
- Approves purchases of real property
- Approves purchases of > \$10,000
- Prays for and supports Elders in matters of church discipline
- Lives out vision, mission, strategy and values through church life

APPENDIX 3: Church Life Integration Chart

Shows broad responsibilities of all members and leaders.

- **The Directional Team** executes the vision daily by equipping the saints for the work of the ministry and evaluating the church's health through the filter of our values.
- **The Lead Pastor** casts vision of the better future of the church by championing the cause of the mission and cultivating a culture in the church centred around our values.
- **Elders** promote the vision and they provide guidance to the members of the church as they seek to live the mission and protect the values of the church through the filter of Scripture.
- **Deacons** support the vision practically by strategizing on best ways to carry out our mission and by showing others in their ministry or on their team how to live out the values.
- **Congregation** Members of the congregation advance the vision by activating the mission in their daily lives through aligning with our church's values.

	Vision	Mission & Strategy	Values/Beliefs
Directional Team	Executes <i>Make happen through daily oversight and</i>	Equips <i>Mobilize people through Elders and Deacons</i>	Evaluates <i>Measure health of church</i>
Lead Pastor	Casts <i>the church's vision through communication and "dripping"</i>	Champions <i>the mission and causes of the church into the community</i>	Cultivates <i>our values through Culture creation and fostering</i>
Elders	Promotes <i>Teach & Preach</i>	Pastors <i>Guide</i>	Protects <i>Guard</i>
Deacons	Ministers <i>Through strategy and implementation of ministry</i>	Mobilizes <i>Practical ways to carry out mission</i>	Models <i>How to serve through onboarding and supporting members</i>
Congregation	Advances <i>By contributing</i>	Activates <i>Live/carry out</i>	Aligns with <i>Via Covenant</i>

APPENDIX 4: Collaborative Leadership Chart

Shows the 3 categories of our mission—to help people connect with God, connect with others, and connect others with God—and what leaders oversee and how they collaborate together.

