

Hawkwood Baptist Church Policy

1. Ratification and Membership

1.1 Policy and Procedure Document Ratification

The Policy and Procedure manual (the Manual), will be reviewed and modified by both the Ministry Council and Board of Elders as needed, with all changes reported to the membership at the AGM.

1.2 Membership

Requirements

Any person confessing faith in Jesus Christ as personal Savior and Lord, giving testimony of regeneration, and accepting the statement of faith and practice held by the Church as outlined in the Manual may be a candidate for membership in the Church.

1.3 Admission

Unless waived by the Board of Elders the candidate for membership shall attend the membership class as approved by the Board of Elders.

The qualifications of the candidate shall be reviewed during an interview with the membership Committee.

1.3.1 The candidate shall:

- A. Be baptized by immersion in the presence of the church; or
- B. Be received by a letter of transfer from another Baptist church; or
- C. Declare to the satisfaction of the church that the candidate has been regenerated and baptized by immersion.

1.3.2 There is no minimum age for membership.

1.3.3 The Membership Committee Shall:

Post the candidate's name in the bulletin for a period of not less than two weeks indicating that the candidate is to be interviewed for membership; interview the candidate for membership; and upon unanimous agreement by the Membership Committee, present the candidate, as a new member, to the members of the Church at any worship service. Testimony of the candidate's personal faith may be given at this time.

The accepted candidate shall be welcomed into the membership at any worship service of the church by the lead pastor or a member of the pastoral staff or a member of the Elders Board.

1.3.4 Composition of Membership Committee:

The Membership Committee will be comprised of members of the Elder Board and Congregational Representatives from the Ministry Council.

1.4 Transfer

When a member of the Church requests a transfer of membership to another Baptist Church, a letter of transfer will be granted, and his or her membership shall terminate.

1.5 Termination

1.5.1 When a member of the Church joins a church of another denomination, a letter of standing may be given upon request, and his or her membership shall terminate.

Any member of the Church who fails to make a favorable contact with the Church for a period of one year (as defined in the Manual) shall, after written notification by a member of the membership Committee, be placed on the inactive members list. If favorable contact is not restored during the succeeding two years, then upon the recommendation of the Membership Committee and approval by the membership at any business meeting, the member shall be removed from the membership.

1.5.2 A member shall be removed from the membership upon his or her request.

1.5.3 A member shall be placed on the Inactive members list upon his or her request.

1.5.4 Any member who persists in conduct unbecoming to a Christian, or habitually neglects obligations to the Church shall be counselled and kindly admonished as set out in the Manual. If this counsel and admonition fails to restore favorable conduct, then upon recommendation of the Elders board and approval by the membership, the member shall be removed from the membership at any business meeting. In the event of a dispute as to what constitutes "conduct unbecoming a Christian", the decision of the Elders Board shall be final and binding and not subject to review by any court.

1.5.5 Membership shall terminate upon the death of the member.

1.6 Restoration

A former member of the Church whose membership has been terminated because of lack of favorable contact or whose membership has been terminated for misconduct may be restored by testifying to the church at any regularly scheduled meeting of his or her renewed relationship with Christ, and fulfilling the membership requirements as outlined in articles 1.2 and 1.3.

2. Officers

- 2.1 All Officers of Hawkwood Baptist Church (HBC) shall be members in good standing and have reached their 21st birthday prior to assuming office (6.2.3)
- 2.2 All members of the Board of Elders and Ministry Council shall be members in good standing (6.2.3)
- 2.3 Good standing shall be defined as one or more of the following:
 - 2.3.1 Attend a worship service at the Church at least once a month.
 - 2.3.2 Provide financial support to the Church within a 12 month period.
 - 2.3.3 Participate in Small Group, Sunday School class and/or Bible Study group.
- 2.4 In the event that an individual is involved in the membership admission procedure, he or she shall be eligible to serve in the position of leadership (other than as an elected officer), provided that he or she has made a commitment to join HBC.
- 2.5 Revisions of the Manual will take effect immediately.
- 2.6 A Directorship may be shared among two individuals on the Council, assuming one vote between them, as long as:
 - 2.6.1 That they each meet the requirements for being on the Council;
 - 2.6.2 And the names of both individuals appear on the ballot at the Annual Meeting.
- 2.7 Board members and Directors will be affirmed by secret ballot at the time of the Annual Business Meeting in accordance with the constitution.
- 2.8 Elders and members of the Ministry Council will be affirmed by secret ballot for a term of one year and may succeed themselves for an indefinite number of terms.
- 2.9 The Board of Elders and the Ministry Council are encouraged to meet at least twice a year in a joint board meeting to discuss church matters as needed.
- 2.10 Ministry Council members are to attend regularly scheduled meetings and assist with annual budget review for their area of responsibility.

3. Election Procedure

3.1 Purpose

To provide an orderly means by which the election of officers may take place.

3.2 Procedure

3.2.1 The Nominating Committee shall prepare a ballot for election purposes.

3.2.2 Nominations from the floor at the time of the Annual Business Meeting will be accepted only if the nominee has been contacted in advance of the meeting and is

in agreement with the nomination. The nominee can provide verbal agreement if present or written agreement via another member for the nomination.

3.2.3 Ballots shall be provided for all members who are eligible to vote and space will be provided for nominations from the floor.

3.2.4 The Moderator shall open the floor for nominations.

3.2.5 The moderator shall call for nominations from the floor three times at which time nominations will be closed.

3.2.6 The moderator shall then call for the election and provide time to fill out the ballot.

3.2.7 The moderator shall then appoint a head teller and two additional ballot counters whose names do not appear on the ballot. They shall be responsible to collect the ballots following the election, count the votes, and the head teller shall report the results in writing to the Moderator.

3.2.8 The moderator shall then read the results of the election and call for a motion that the ballots be destroyed. The head teller shall be responsible to destroy the ballots.

3.2.9 All newly elected officers shall assume their responsibilities at the beginning of the fiscal year (July 1) unless otherwise specified at the time of election.

3.3 Quorum

A quorum is defined in the Constitution.

3.4 Voting

Voting is defined in the Constitution

4. Removal of Board Members or Directors

4.1 Procedure

4.1.1 If a member of the Board or Ministry Council:

- A. Has an extended absence from regular meetings without reasonable cause;
- B. Has conducted himself or herself in a manner unbecoming a Christian; or
- C. Has ceased to have the qualifications as may be applicable.

Then he or she shall be counselled and kindly admonished by two members of the Board of Elders.

4.1.2 If the member fails to rectify his or her conduct or qualification after counsel and admonition, then; at the recommendation of the Board and approval by the

membership, the member shall be removed from his or her office at any business meeting, provided that;

- A. The member shall be given two weeks notice by mail or email, as found in the church directory, that the issue of his or her holding office will be dealt with at that business meeting.
- B. The issue of his or her holding office shall be announced at any regularly scheduled meeting of the membership for two consecutive weeks prior, and by posting a notice to this effect in a conspicuous place.
- C. The member shall have the right to be heard by the membership at the business meeting.

4.2.3 Notice by mail is deemed to have been received by the member on the fourteenth day after the date of mailing.

5. Grievances

5.1 Purpose

To provide a means of dealing with grievances within the congregation for the purpose of stimulating reconciliation and restitution and ensuring the spiritual health and growth of the Church.

5.2 Procedure

5.2.1 In the event that there is a situation of division or distress between members, adherents or between family members within the Church because of:

- A. Open sexual immorality (1 Corinthians 5:1-13),
- B. Unresolved personal conflicts (Matthew 18:15-20),
- C. Divisiveness (Romans 16:17,18; Titus 3:10),
- D. False Teaching (Galatians 1:8,9; 1 Timothy 1:20, 6:3-5; 2 John 9-11),

5.2.2 The offended party shall be responsible to initiate reconciliation in the following manner:

- A. Talk to the other person(s) privately about the problem.
 - a. The individual complainant shall approach the alleged offender with an attitude of:
 - Gentleness (Galatians 6:1)
 - Sorrow, forgiveness, love (2 Corinthians 2:7-8),
 - Brotherliness (2 Thessalonians (3:15)
- B. If the problem cannot be resolved privately, then enlist the help of one or two spiritually mature members of the Church to join the discussion and aid in the reconciliation process.
- C. If the problem remains unresolved, it shall be presented to the Board of Elders for appropriate action.

5.2.3 The Board of Elders, upon receiving the written statement of grievance shall:

- A. Meet with the person(s) who has/have refused reconciliation.
- B. Shall outline the steps necessary for reconciliation and shall issue a formal warning or admonition (Titus 3:10)
- C. If there is no positive response, or if it is apparent that the grievance cannot be resolved, the case shall be presented to the Church, and with the approval of the membership fellowship with the person(s) shall be withdrawn (2 Thessalonians 3:6 & 14) for a specified period of time.
- D. During this period of separation the Pastor and/or appointed Elders from the Church shall continue to seek reconciliation between all parties involved.
- E. In the event that reconciliation is rejected at the end of this separation period, membership for the unrepentant person(s) shall be terminated (1 Corinthians 5:5).

6. Favourable Contact

6.1 Purpose

To provide a means by which the Membership list will be updated and remain current.

6.2 Procedure

- 6.2.1 Any member of HBC who fails to make a favourable contact with HBC for a period of one year, and after notification by a member of the Board of Elders or their designate, shall be placed on the inactive membership list.
- 6.2.2 If the member fails to make a favourable contact with HBC for two years, upon the recommendation of the Board of Elders and approval by the membership at any business meeting, the member shall be removed from membership.
- 6.2.3 Favourable contact shall be defined as at least one or more of the following:
 - A. Attend a service at HBC at least twice a year.
 - B. Provide financial support to HBC in a 12 month period.
 - C. Contact by phone, mail or email with a member of the Board of Elders indicating the desire to remain a member.
- 6.2.4 Notification pursuant to item 1 above shall be given by letter or email to the address on file, or by phone.

7. Job Description - Elder

Appointment See Section 2. Officers

There will be a minimum of three (3) and a maximum of ten (10) elders on the Board of Elders (the board) at any one time, in addition to the lead pastor. Additional members may be added to the board up to the permitted maximum as church needs and growth require.

7.1 Introduction

The duties and responsibilities of an elder at HBC are based on the biblical instruction in 1 Timothy 3 and Titus 1. The scriptures make it very clear that the elders are to have authority and responsibility (Hebrews 13:7,17) for the oversight of the local church, and therefore, it is essential that all candidates who assume the position of elder have a clear and accurate understanding of the duties and responsibilities they are to assume.

Paul points out that he who desires to be an elder desires a very good work (1 Timothy 3:1). Paul's statement implies that the pursuit of this leadership office is a wholesome ambition for a Christian. The justification of this statement is made abundantly clear in the subsequent verses where Paul explains that elders are to be gifted by the Holy Spirit and godly in character. Desiring these things is "a very good work".

It is encouraging for elders and elder candidates to note this office is God's idea, and given that God has so specifically spoken about elder responsibilities it follows that He will also provide the gifts, abilities and personnel necessary for the care and government of His church.

7.2 Purpose

To assist the pastor and exercise leadership for the spiritual needs of the church. The board is responsible for spiritual leadership and oversight of the church, defining (beliefs, values and mission), directing (vision and strategy) and monitoring spiritual health.

7.3 Responsibilities

- 7.3.1 The Responsibilities of an elder at HBC shall be:
- A. To ensure biblical principles are appropriately applied to all programs and activities.
 - B. To commit to regular, faithful prayer support for HBC,
 - C. To ensure that the overall ministry of the church is in accordance with the mission and vision statements of the church.
 - D. To display by example and counsel a team approach to HBC government and the general body,
 - E. To be responsible for pastoral relations, HBC membership and members' issues.
 - F. The Elder Board will maintain and regularly update a Staff Handbook for all employees of Hawkwood Baptist Church.

7.4 Functions of an Elder

- 7.4.1 Elders shall personally commit to regular, faithful prayer support for pastoral staff and other HBC leaders.
- 7.4.2 As required, the board shall choose a representative from among themselves to chair any Pulpit Committee, or to seek staff that will fulfill ministry requirements as deemed necessary by HBC.

- 7.4.3 A representative from the board shall chair the membership committee. As appropriate, candidates for church membership shall be asked questions concerning the Statement of Faith, conversion experience, baptism, current church status, personal growth in the Lord and past church history including obtaining testimony of a born again conversion experience.
- 7.4.4 Elders shall ensure church goals and operation of programs are scripturally sound by meeting regularly with church leaders and by receiving reports through the moderator from the ministry council.
- 7.4.5 Any members found not living in accordance with scripture shall be counselled and disciplined in accordance with Matthew 18:15-20. Any associated action required, up to and including revoking membership, shall be deemed necessary by board consensus and taken to the membership for action.
- 7.4.6 Prior to acceptance of teachers and leaders and election of directors to the ministry council, the board shall review and affirm all candidates as to Christian principles previously outlined for leaders.
- 7.4.7 Should individual or family conflicts develop within the church body whereby counselling is required beyond the pastoral level, elders shall make themselves available to mediate difficulties.
- 7.4.8 As social issues develop which conflict with Christian principles, or appear to be causing dissension and/or division within HBC, the board shall seek directives from scripture and make recommendations to the membership for action.
- 7.4.9 The board shall review minutes and associated actions of the ministry council and provide comments or suggestions as deemed necessary.
- 7.4.10 Elders may be asked to prepare and serve communion elements.
- 7.4.11 As assigned, elders shall provide prayer support and give guidance to HBC Leaders to ensure Christian growth.
- 7.4.12 Elders shall be available as requested to meet with and pray for HBC attendees for healing of the physical and spiritual body as outlined in James 5:13-18.

7.5 Qualifications

The spiritual health and maturity of any given assembly is directly related to the spiritual depth and quality of its leadership. 1 Timothy 3:1-7 and Titus 1:6-9 are regarded as the primary, but not exclusive, passages containing the qualifications of Elders.

- 7.5.1 An elder must have a good reputation
- A. In the Home
- The Husband of one wife (1 Timothy 3:2; Titus 1:6)
 - Believing and obedient children (1 Timothy 3:4; Titus 1:6)

- Well-managed household (1 Timothy 3:4-5)
- B. In the Church
- An example for the flock to follow (1 Peter 5:2-3; 1 Timothy 3:2; Titus 3:6-9)
- C. In the Community
- Good reputation (1 Timothy 3:7)
 - Upright lifestyle (1 Timothy 3:3)

7.5.2 An elder Must Be a Spirit-controlled Man (Ephesians 5:15-18; Galatians 5:22-23)

- A. Not self-willed
- B. Not quick tempered
- C. Not addicted to wine
- D. Not quarrelsome (1 Timothy 3:2-3)
- E. Not greedy or controlled by money (Titus 1:7-8)
- F. Not dishonest
- G. Self-controlled
- H. Pure hearted
- I. Exhibiting the fruits of the Spirit – love, joy, peace, long-suffering, gentleness, goodness, faith, meekness and temperance.

7.5.3 An elder must be people oriented:

- A. Hospitable (Titus 1:8; 1 Timothy 3:2)
- B. Just (Titus 1:8)
- C. Wise – prudent and sensible in practical affairs (1 Timothy 3:2; Titus 1:8)

7.5.4 An elder must be faithful (1 Corinthians 4:1-1; 2 Timothy 2:2)

- A. As a Steward (Titus 1:7)
- B. As a Servant (1 Peter 4:10; Matthew 20:25-28)

7.5.5 An elder must be proven a mature and established Christian

- A. Proven devotion (Titus 1:8)
- B. Proven faithful (Titus 1:13)
- C. Proven home life (1 Timothy 3:4-5)
- D. Proven Christian walk (1 Timothy 3:6)
- E. Proven integrity in the world (1 Timothy 3:7)

7.5.6 An elder must be a man of the Word and prayer, apt to teach

- A. Devout (Titus 1:8)
- B. Embracing the truth of God's Word with conviction (Titus 1:9)
- C. Feeding the flock and chasing off those who would harm it. (Acts 20:28-31; 1 Peter 5:1-4)
- D. Able to refute false doctrine (Titus 1:9)

- E. Able to expound and communicate sound doctrine (1 Timothy 3:2; Titus 1:9)
- F. Committed to prayer (Acts 6:4; 1 Thessalonians 5:17)

These prerequisites do not require sinless perfection, but do require a high level of Christian character and a mature, growing faith in Christ. These qualifications can be achieved through a personal knowledge of Jesus as Saviour and Lord, diligent study of the Scriptures and the filling of the Holy Spirit.

Elders should strive to be viewed as providing strong examples of Christian beliefs and principles within the church as well as in their daily lives. Elders should be role models in all areas of life.

Should the behavior of an elder not conform to the biblical standards, appropriate discipline shall be conducted by his fellow elders, including removal from the Board of Elders if necessary. Such action must be unanimous by the remaining group and also be followed by a review of his membership as deemed necessary.

7.6 Reports to:

Each elder is accountable to the board and subject to the final authority of the membership.

8. Job Description – Pastoral Relations

Appointment See Section 2. Officers

A representative from the board shall be selected by the elders to take responsibility for pastoral relations to ensure detailed job functions and descriptions are available and followed for all pastoral staff. This will include interviews and regularly scheduled evaluations of all pastoral staff members as to effectiveness in roles, including application and teaching of biblical principles, counselling techniques, program effectiveness, and vacation schedules.

8.1 Purpose

- 8.1.1 To stimulate the personal and professional development of the pastor(s).
- 8.1.2 To provide a line of communication and feedback to the pastor(s) concerning ministerial practice and relationship.
- 8.1.3 To provide a line of communication and feedback to the board and congregation concerning ministerial practice and needs.
- 8.1.4 To provide a system of support and encouragement for the pastor(s).

8.2 Responsibilities

- 8.2.1 To establish a regular schedule of meetings with the pastor(s).

- 8.2.2 To regularly communicate with congregational representatives to obtain feedback concerning pastoral relationships with the congregation.
- 8.2.3 To report to the board concerning pastoral development and needs.
- 8.2.4 To conduct an annual professional development review of the pastor(s) in May.
- 8.2.5 To conduct an annual financial review of the pastor(s) compensation.
- 8.2.6 To recommend changes in the financial compensation package and/or details of the pastoral call to the board.

9. Job Description – Pastor Search Committee

Appointment See Section 2. Officers

When it is necessary to fill a pastoral staff position, the Board, per Constitution section 6.2, shall select at least two additional members of HBC to assist. These additional committee members shall serve with the elders on this committee until the pastoral staff position is filled.

9.1 Purpose

To make a recommendation to the church concerning the hiring of a Pastor or additional members of the Pastoral Staff.

9.2 Responsibilities

- 9.2.1 To inform the Regional Minister of the present pastor's resignation or termination or intent to add additional pastoral staff.
- 9.2.2 To organize the pulpit committee according to the constitution.
- 9.2.3 To evaluate the ministry of HBC and determine its pastoral needs.
- 9.2.4 To gather information from the congregation concerning pastoral needs and pastoral suggestions.
- 9.2.5 To gather the pastoral candidate profiles from the NAB and any other available source.
- 9.2.6 To study profiles and determine the candidates eligibility and compatibility with the church's ministry and goals.
- 9.2.7 To develop a priority list of candidates.
- 9.2.8 To recommend only one candidate at a time.
- 9.2.9 To arrange a candidating schedule.
- 9.2.10 To report regularly to the congregation concerning the committee's progress.
- 9.2.11 To keep the area minister informed.

- 9.2.12 To follow through on a pastoral call once the candidate has been approved by the membership
- 9.2.13 To review the Policies and Procedures document relating to the position of pastor(s) and to recommend changes as needed to the Board on an annual basis.

10. Job Description – Nominating Committee

Appointment See Section 2. Officers

Shall be appointed by the board for a term of one year and may succeed themselves for an indefinite number of terms.

10.1 Responsibilities

- 10.1.1 To annually submit a ballot of names for all elected positions.
- 10.1.2 To assist the board and council and associated committees in filling any vacant positions which occur throughout the fiscal year.
- 10.1.3 To elect a chairman from their number.
- 10.1.4 To determine eligibility for election from the current membership list.
- 10.1.5 To examine the spiritual gifts of the members of HBC to identify suitable candidates for positions.
- 10.1.6 To interview prospective candidates to determine experience and desire to serve.
- 10.1.7 To select individuals for nomination who would best fill the vacant position.
- 10.1.8 To post a ballot of names at least two weeks prior to the Annual Business Meeting.
- 10.1.9 To present the final list of names to the church clerk for the ballot at the annual business meeting for the purpose of election.

10.2 Reports to:

The nominating committee is accountable to the board and subject to the final authority of the membership.

11. Job Description – Ministry Council

Appointment See Section 2. Officers

The Ministry Council (the Council) shall be composed of the Moderator, Lead Pastor, <inistry Staff, Director of Administration, Director of Finance, and Directors of specific ministry portfolios. In addition, the Treasurer and Clerk shall be not less than two members of council, ex officio yet without vote.

The Council shall operate under the Lordship of Jesus Christ and the power and direction of the Holy Spirit, holding itself accountable to the elders and the final authority of the membership.

Responsibilities

The Council is responsible for directing day-to-day operations and ministries of the church with the power to make decisions and transact all manner of business on behalf of the church as defined by policy, and within the limits of the annual budget. The Council shall also be able to delegate those powers to individual Ministry Directors acting within their areas of responsibility.

All Ministry Council Directors shall maintain a list of volunteer positions that require Membership at HBC in order to serve in the role. The list will be submitted to and approved by the Board of Elders as required.

Pre-Approval

All expenditures require pre-approval by the Ministry Director for the responsible area. Ministry Council Directors are able to establish pre-approved sub-budgets within their ministry areas for volunteers throughout the year.

12. Job Description – Director of Administration

Appointment See Section 2. Officers

12.1 Responsibilities

12.1.1 To coordinate the Administration activities of HBC.

12.1.2 To assist the pastoral staff in the ministry and organizational function of HBC as it pertains to Administration Ministry.

12.1.3 To regularly seek out volunteers to assist all areas within the administration ministry and appoint individuals to handle administrative responsibilities as required. Areas of Administration Ministry include:

A. Custodial / Security

- Recruit and hire suitable candidates
- Develop schedule for weekly coverage
- Coordinate with office staff for rental groups/ cleaning schedule
- Work closely with Facility Maintenance re: cleaning/day to day projects
- See job description for more information

B. Kitchen Coordination

- Recruit and train kitchen coordinator who will recruit and train kitchen volunteers
- Develop a schedule for kitchen volunteers

- Approve the purchase of required kitchen supplies, food, appliances and materials.
- Ensure the kitchen is maintained and clean.
- Organize and assist with special events requiring kitchen facilities.
- Recruit and train volunteers for Sunday morning coffee preparation
- Develop a schedule for Sunday morning coffee preparation

C. Materials Management

- Computers, servers and networks
- Furniture
- Lawn and snow removal equipment
- Other materials not specifically managed by other ministry areas

12.1.4 To prepare and present an annual budget for presentation to the membership.

12.1.5 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

12.1.6 To carry out other activities as directed by the council

12.2 Reports to:

The Director of Administration is accountable to the Council and subject to final authority of the membership.

13. Job Description – Director of Adult Education
--

Appointment See Section 2. Officers

13.1 Responsibilities

13.1.1 To coordinate the Adult Education of HBC.

13.1.2 To assist the pastoral staff in the ministry and organizational function of HBC as it pertains to Adult Education.

13.1.3 To regularly seek out volunteers to assist with all areas within adult education and appoint individuals to lead ministry areas as required. Areas of the Adult Education include:

A. Adult Sunday School

- Recruit and prepare Sunday school teachers.
- Develop a schedule for teachers.
- Assist with the preparation and development of approved weekly curriculum in consultation with the pastor.
- Select, order and distribute all adult Sunday school material.
- Coordinate Spiritual Gifts training.

B. Library

- Recruit librarian who will recruit and train library volunteers.

- Assist librarian to develop a schedule for library volunteers.
 - Approve purchases of materials.
 - Approve preparation of materials for display, circulation, publicity, promotion, repair, and database management.
 - Responsible for the management of digital library resources.
- 13.1.4 To prepare and present an annual budget for presentation to the membership.
- 13.1.5 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

13.2 Reports to:

The Director of Adult Education is accountable to the Council and subject to final authority of the membership.

14. Job Description – Director of Care Ministries

Appointment See Section 2. Officers

14.1 Responsibilities

- 14.1.1 To coordinate the Care Ministry activities at HBC.
- 14.1.2 To assist the pastoral staff in the ministry and organizational function of HBC as it pertains to Care Ministry.
- 14.1.3 To regularly seek out volunteers to assist with all areas within the Care Ministry and appoint individuals to lead ministry areas as required. Areas of the Care Ministry include:
- A. Visitation and Telephone Ministries
 - A ministry of caring and encouragement for individuals in hospitals, long-term care facilities or in private homes.
 - Follow up visitors' requests for care, shut-ins or the elderly for the purpose of extending God's love to them.
 - B. Prayer and Encouragement Ministries
 - Assist in monitoring and updating of the weekly prayer list to assure accuracy and to guard the privacy of individuals.
 - Assist with the prayer net ministry.
 - Oversee the encouragement card ministry.
 - C. *GriefShare* and Recovery Ministries
 - Lead and mentor leaders for the *GriefShare* ministry.
 - Lead and mentor volunteers for other recovery ministries.
 - D. Meal Ministry

- Recruit and assist a coordinator to arrange meal ministry as needed and as resources permit.

E. Transportation Ministry

- Recruit and assist a coordinator to arrange transportation for disabled individuals as needed.

F. Ministry to Men

- Recruit a men’s ministry leader and assist him in recruiting volunteers.
- Organize events for men.
- Organize men’s retreats.

G. Women’s Ministry

- Recruit a women’s ministry leader and assist her in recruiting volunteers.
- Organize baby and bridal showers.
- Organize events for women.
- Organize women’s retreats.

H. Young at Heart Ministry

- Recruit a young at heart ministry leader and assist him or her in recruiting volunteers.
- Organize events for the young at heart.

14.1.4 The purpose of the Men’s and Women’s Ministry is to encourage broader relationships and ministry opportunities among men and women.

14.1.5 To work with small groups to ultimately have the majority of Care and fellowship needs being met within the small group ministry.

14.1.6 To prepare and present an annual budget for presentation to the membership.

14.1.7 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

14.2 Reports to:

The Director of Care Ministry is accountable to the Council and subject to final authority of the membership.

15. Job Description – Church Clerk

Appointment See Section 2. Officers

15.1 Responsibilities

- 15.1.1 To record the minutes of the Council meetings and Congregational Business meetings.
- 15.1.2 To compile, copy and distribute minutes of the Council meetings to Council members and the Board.
- 15.1.3 To work with Church Staff to oversee maintenance of the official HBC files. This includes minutes and correspondence. Files should be maintained electronically on the church computer, backed up offsite, and hard copies retained in the church office as needed.
 - A. To be accountable for the correspondence delegated to the Office Manager on behalf of HBC regarding membership transfers and recommendations and be responsible for reporting to the Council when such correspondence and communication is sent.
 - B. To correspond on behalf of HBC in other areas as directed by the Elders and/or the Council.
- 15.1.4 To report to the Council the accurate membership status on a quarterly basis based on information maintained by the Office Manager.
- 15.1.5 Shall call for annual reports from all Council Members.

15.2 Reports to:

The Church Clerk is accountable to the Council and is subject to final authority of the membership.

16. Job Description – Director of Facility Maintenance

Appointment See Section 2. Officers

16.1 Responsibilities

- 16.1.1 To coordinate the Facility Maintenance activities of HBC.
- 16.1.2 To assist the Pastoral Staff in the ministry and organizational function of HBC as it pertains to facility maintenance.
- 16.1.3 To regularly seek out volunteers to assist all areas within the Facility and Maintenance Ministry and appoint individuals to handle responsibilities as required. Areas of Facility Maintenance Ministry include:
 - A. Grounds keeping
 - Recruit and train grounds-keeping volunteers

- Develop a schedule for grounds-keeping volunteers
- Coordinate contracts for lawn, trees, flowers and weed maintenance as required & recommend to Director of Administration
- Coordinate snow and ice removal contracts as required & recommend action to the Director of Administration

B. Facility Maintenance

- Recruit and train facility maintenance
- Maintain day-to-day maintenance of the facility.
- Coordinate contracts for facility maintenance and cleaning as required & recommend action to the Director of Administration
- Prepare weekly updates & submit to the Director of Administration

16.1.4 To prepare and present an annual budget for presentation to the membership.

16.1.5 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

16.2 Reports to:

The Director of Facility Maintenance is accountable to the Council and is subject to final authority of the membership.

17. Job Description – Director of Finance
--

Appointment See Section 2. Officers

17.1 Responsibilities

17.1.1 To coordinate the financial administration activities of HBC.

17.1.2 To recruit as necessary a Treasurer to oversee book-keeping and invoices, payment and processing.

17.1.3 To ensure all receipts, disbursements, assets, liabilities and equities of the church are properly accounted for.

A. Policy invoice payments/reimbursements:

B. Payment for purchase or to reimburse individuals for purchases they have made on behalf of HBC shall be authorized only where:

- The goods/services, for which payment is required, have been received
- The invoice or statement for reimbursement for these goods/services has been approved by the responsible Director.
- All authorized purchases shall be made within budgetary constraints and the financial ability of HBC to pay.

- Any required expenditures which are not anticipated in the approved budget and exceed \$2000.00 shall be approved by the council or the HBC membership.
- Items exceeding the cost of \$2000 within the approved line item “Capital Items/Projects/Unforeseen Exp.” require approval from ministry council (see Pre-Approval, #11).
- Cheques for payment of invoices/reimbursement shall be signed by two of the signing officers of HBC. These signing officers should review all purchases for proper support and authorization before releasing cheques for payment.

- 17.1.4 To ensure that an adequate system of internal control is maintained in order to safeguard the assets of HBC.
- 17.1.5 To coordinate the preparation of the annual Church budget. To present this budget to the HBC membership for approval at the Annual General Meeting.
- 17.1.6 To review monthly financial statements for presentation to the Ministry Council.
- 17.1.7 To coordinate the preparation of the audited financial statement’s approval at the Annual General Meeting.
- 17.1.8 To coordinate the preparation and the distribution of annual tax receipts for donations received by HBC.
- 17.1.9 To coordinate the preparation and filing of all required government returns.
- 17.1.10 To ensure that HBC financial donations are counted according to policy.
- A. Schedule two ushers weekly to collect the donations and schedule two counters to count the financial donations.
 - B. Counters will prepare count a sheet for each offering and loose money along with details of any designated funds. The envelopes, which identify the donors, will be kept for a minimum of three years as designated by the government.
 - C. Total funds accounted for will be recorded on the corresponding bank deposit slip and both counters shall sign the count sheet.
 - D. The bank deposit slip and donations will be sealed in the bank deposit bag with both counters present and delivered to the bank as promptly as possible by one of the counters, the Director of Finance or a Staff Member.
- 17.1.11 To provide timely financial advice and information to the Ministry Council and facilitate proper short and long term planning for the functioning of HBC activities.
- 17.1.12 To make recommendations on salary adjustments, cost of living adjustments and benefit considerations of the HBC staff, etc. Adjustments based upon merit will be reviewed with the board before being recommended to the membership.

17.1.13 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

17.1.14 To carry out other activities as directed by the Council.

17.2 Reports to:

The Director of Finance is accountable to the Council and is subject to final authority of the membership.

18. Job Description – Director of Missions

Appointment See Section 2. Officers

18.1 Responsibilities

18.1.1 To coordinate the Missions activities of HBC.

18.1.2 To assist the Pastoral Staff in the ministry and organizational function of HBC as it pertains to Missions.

18.1.3 To regularly seek out volunteers to assist with all areas within the ministry and appoint individuals to lead ministry areas as required. Areas of the Missions Ministry include:

- A. To develop and stimulate inter-church communication concerning missions opportunities and needs of our own conference missions, and other missions organizations supported, sponsored or recognized by HBC.
- B. To encourage prayer support for the needs of missionaries within HBC.
- C. To assist the Director of Finance in the disbursement of the funds in the “Missions Undesignated Fund.”
- D. To coordinate and organize Missions trips
- E. To organize mission focused events like:
 - White Cross

18.1.8 To prepare and present an annual budget for presentation to the membership in consideration of the “Missions Funding Guidelines” (Appendix 2) as amended from time to time.

18.1.9 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

18.2 Reports to:

The Director of Missions is accountable to the Council and is subject to final authority of the membership.

19. Job Description - Moderator

Appointment See Section 2. Officers

19.1 Responsibilities:

- 19.1.1 Serve as the Chairman of the Council as well as Chairman of HBC Business Meetings.
- 19.1.2 Seek to maintain close personal communication with the Lead Pastor working with him to promote the growth and successful ministry of HBC.
- 19.1.3 Be an ex-officio non-voting member of all standing committees of HBC and its auxiliary organizations.
- 19.1.4 Be an advisor to all committees in order to assist them in fulfilling the purpose of HBC, implementing the decisions of the Elders and Council, and carrying out goals and objectives.
- 19.1.5 Serve as a liaison between the Elders and Council and the membership, ensuring the proper communication of goals, objectives and business.
- 19.1.6 Seek to promote harmony and growth throughout HBC at all times.
- 19.1.7 Fulfill other duties as requested by the Elders and Council.
- 19.1.8 Endeavor to acquaint himself/herself with the function of the Alberta Baptist Association and the North American Baptist Conference for the purpose of promoting church involvement.

19.2 Reports to:

The Moderator is accountable to the Elders and Council and is subject to the final authority of the membership.

20. Job Description – Director of Outreach, Evangelism and Discipleship

Appointment See Section 2. Officers

20.1 Responsibilities

- 20.1.1 To coordinate the Outreach, Evangelism and Discipleship Ministry of HBC.
- 20.1.2 To assist the Pastoral Staff in the ministry and organizational function of HBC as it pertains to Outreach, Evangelism and Discipleship.

20.1.3 To work with the Pastoral Staff, Life Groups Director and Adult Education Director to provide inspiration, training, coordination and leadership in communicating the love of God in Christ (ie. the gospel) to our surrounding community.

20.1.4 To regularly seek out volunteers to assist with all areas within the ministry and appoint individuals to lead ministry areas as required. Areas of Outreach, Evangelism and Discipleship include:

A. English as a Second Language (ESL)

- Recruit a Director who will oversee the ESL ministry of HBC.

20.1.5 To prepare and present an annual budget for presentation to the membership.

20.1.6 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

20.2 Reports to:

The Director of Outreach and Evangelism is accountable to the Council and is subject to final authority of the membership.

21. Job Description – Director of Safety and Security

Appointment See Section 2. Officers

21.1 Responsibilities

21.1.1 To coordinate the Safety and Security activities of HBC

21.1.2 To assist the Pastoral Staff in the ministry and organizational function of HBC as it pertains to Safety and Security Ministry.

21.1.3 To regularly seek out volunteers to assist all areas within the Safety and Security Ministry and appoint individuals to handle administrative responsibilities as required. Areas of Safety and Security include:

A. Staff Safety & Security

a. Coordinate the development of policies, processes and procedures to achieve a safe and secure workplace and ensure compliance with the Alberta OH&S Act and Code, including:

- Audits and Inspections
- Emergency Preparedness & Response
- Safe Work Practices
- Hazard and Incident Reporting and Investigation
- Health and Hygiene
- Orientation and Training

- Security
 - Violence Prevention & Working Alone
- B. Member, Family and Visitor Safety and Security
- a. Coordinate the development of policies, processes and procedures to achieve a safe and secure building and property for members, visitors and their families, including:
- Emergency Preparedness & Response
 - Health and Hygiene
 - Orientation and Training of Volunteers
 - Security (e.g. intruder security at foyer entrance, security of children in our care, etc.)
 - Violence Prevention
- C. Develop and maintain an annual Safety and Security Program (plan, do, check and improve cycle)

21.1.6 To prepare and present an annual budget for presentation to the membership.

21.1.7 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

21.2 Reports to:

The Director of Safety and Security is accountable to the Council and is subject to final authority of the membership.

22. Job Description – Director of Life Groups

Appointment See Section 2. Officers

22.1 Responsibilities

22.1.1 To coordinate the Life Groups Ministry of HBC.

22.1.2 To assist the Pastoral Staff in the ministry and organizational function of HBC as it pertains to Life Group Ministry.

22.1.3 To regularly seek out volunteers to assist with all areas within the ministry and appoint individuals to lead ministry areas as required. Areas of Life Group Ministry include:

- A. To recruit and train Life Group Leaders.
- B. To regularly communicate with Life Group Leaders to ensure life groups are serving together, worshiping together and growing together.
- C. To ensure life groups are meeting regularly and connected with the church.
- D. To work with the care ministry to ensure care and fellowship needs are being

achieved through the life group and assist life groups that are unable to meet such needs at the present time.

22.1.6 To prepare and present an annual budget for presentation to the membership.

22.1.7 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

22.2 Reports to:

The Director of Small Groups is accountable to the Council and is subject to final authority of the membership.

23. Job Description – Director of Special Events

Appointment See Section 2. Officers

23.1 Responsibilities

23.1.1 To coordinate the Special Events Ministry at HBC.

23.1.2 To assist the Pastoral Staff in the ministry and organizational function of HBC as it pertains to Special Events Ministry.

23.1.3 To regularly seek out volunteers to assist with all areas within the ministry and appoint individuals to lead ministry areas as required. Areas of Special Events Ministry include:

- A. Stampede Breakfast
- B. Church Picnic
- C. Easter Breakfast
- D. Potlucks/Connection Lunches
- E. Thanksgiving Dinner
- F. Annual Business Meeting
- G. Annual Review Meeting
- H. Mother's/Father's Day
- I. Other all church activities which may include: talent night, winter games night, fall welcome/ministry expo, etc.

23.1.4 To prepare and present an annual budget for presentation to the membership.

23.1.5 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

23.2 Reports to:

The Director of Special Events is accountable to the Council and is subject to final authority of the membership.

24. Job Description – Director of Welcome Ministries

Appointment See Section 2. Officers

24.1 Responsibilities

24.1.1 To coordinate the Welcome Ministries of HBC.

24.1.2 To assist the Pastoral Staff in the ministry and organizational function of HBC as it pertains to attender services.

24.1.3 To regularly seek out volunteers to assist with all areas within attender services and appoint individuals to lead ministry areas as required. Areas of Welcome Ministries include:

A. Ushers/Greeters

- Recruit and train ushers and greeters for worship services and specific events.
- Develop a schedule for ushers and work with greeter coordinator to assure that schedule is up to date.
- Ensure the sanctuary is set up properly for worship services and special events.
- Record Sunday morning attendance.

B. Info Centre

- Recruit and train volunteers for the Info Center.
- Develop a schedule for the Info Centre and assure that schedule is up to date.
- Ensure volunteers are knowledgeable about the ministries of the church.
- Ensure Info Centre is set up properly for services and special events.

24.1.4 To prepare and present an annual budget for presentation to the membership.

24.1.5 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

24.2 Reports to:

The Director of Welcome Ministries is accountable to the Council and is subject to final authority of the membership.

25. Job Description – Director of Worship

Appointment See Section 2. Officers

25.1 Responsibilities

25.1.1 To coordinate the Worship Ministry at HBC.

25.1.2 To assist the Pastoral Staff in the ministry and organizational function of HBC as it pertains to the Worship Ministry.

25.1.3 To regularly seek out volunteers to assist with all areas within the worship ministry and appoint individuals to lead ministry areas as required. Areas of Worship Ministry include.

A. Coordinator of Worship Teams

- Develop a schedule for all worship services.
- Recruit individuals and groups as needed to provide special music during worship services and special events.

B. Oversee the work of the Audio/Visual coordinator, who will

- Recruit and train individuals to conduct sound and visual support during worship services and special events.
- Ensure the equipment is properly maintained and stored.
- Ensure the equipment is ready for worship services and special events.

25.1.4 To assist the worship ministry volunteers as they plan, organize, direct, coordinate, and control their respective ministry responsibilities.

25.1.5 To prepare and present an annual budget for presentation to the membership.

25.1.6 To prepare and present an annual report of the previous fiscal year at the Annual Review Meeting.

25.2 Reports to:

The Director of Worship is accountable to the Council and is subject to final authority of the membership.

26. Policy – Funding Budget Prioritization

This policy becomes effective on those occasions in which the approved demands on the Church's financial resources exceed the current availability of funds.

26.1 Procedure

26.1.1 After the operational and financial obligations of HBC have been met, payments out of limited financial resources shall be authorized in the following order of priority:

1. Staff salaries
2. Individual missionaries
3. Missionary organizations
4. Discretionary expense items

26.1.2 The Director of Finance shall immediately notify the Council in writing whenever the conditions arise in which this policy becomes necessary.

26.1.3 The Moderator will be responsible for communicating the implementation of these conditions to all Directors with budget authority.

26.1.4 Directors shall make every effort to reduce non-essential budgeted expenditures until the conditions by which this policy is effectuated are eliminated.

27. Policy – Financial Policy

The church fiscal year starts on July 1 and ends on June 30.

The church is responsible for maintaining adequate financial records at the church facility as required by CRA.

27.1 Policy invoice payments and reimbursements

The donations received by HBC are used according to the congregation-approved annual budget that has been prepared by the Elders and Ministry Council.

Payment for purchase or to reimburse individuals for purchases they have made on behalf of HBC shall be authorized only where:

- The goods and services, for which payment is required, have been received

The invoice or statement for reimbursement for these goods and services has been budgeted for and approved by the responsible Director.

All expenditures submitted for reimbursement must be accompanied by a receipt. Expenses must be approved by the Director responsible before being turned in for payment.

Directors shall declare any conflict of interest prior to entering into any written or verbal contracts, agreements, or obligations for services, products, or expenditures on behalf of HBC or any of its ministries or receiving reimbursements.

- Cheques for payment of invoices and reimbursement shall be signed by two of the signing officers of HBC. These signing officers should review all purchases for proper support and authorization before releasing cheques for payment.
- Expenditure will only be reimbursed in the fiscal year for which they were spent.

27.2 Approval for expenditures

Single purchases or commitments made by a Director that exceed \$2000, or cumulative expenditures exceeding \$2000 within a 30 day period, shall first be authorized by the Ministry Council via email at any time and shall be made within budgetary constraints and the financial ability of HBC to pay.

Purchases or commitments made by a Director that do not exceed \$2000 do not require authorization from the Ministry Council provided the associated expense or commitment is within budget categories for which they are responsible, and the payment is to other than themselves. Directors are allowed to move up to 20% or \$2,000, whichever is greater, of their overall allocated budget between different budget categories without the approval of the Ministry Council, provided that they inform other Ministry Directors and the Treasurer via email to adjust the budget allocation.

- Purchases or commitments made by an authorized Staff Member that exceed \$3000 shall first be authorized by the Ministry Council and shall be made within budgetary constraints and the financial ability of HBC to pay.
- Purchases or commitments made by an authorized Staff Member that do not exceed \$3000 do not require authorization from the Ministry Council provided the associated expense or commitment is within budget categories for which they are responsible, and the payment is to other than themselves.

27.3 Additional Financial Policies

The Director of Finance will inform the Treasurer in writing of any expenditure in excess of \$2000 approved by the Council.

- In certain circumstances, the Director of Finance in consultation with the other Ministry Directors may impose a freeze on all discretionary expenditures.
- Unless authorized by the Ministry Council, only signing officers of HBC may enter into written or verbal contracts, agreements, or obligations for services, products, or expenditures on behalf of HBC or any of its ministries.

28. Policy – Designated Donations

Members of HBC are encouraged to support the ministry of the church through regular tithes and offerings to the general operating budget of the church.

The creation of designation donations should be very limited due to the strict rules associated with the spending and disposition of the restricted funds. This policy provides a mechanism for allocating collected funds above and beyond pre-approved amounts in a designated offering.

28.1 Procedure

- 28.1.1 The creation of a designated fund has to be pre-approved by both the Elders and Ministry Council. In limited circumstances where a designated fund is needed, a clearly stated objective and spending eligibility criteria have to be prepared and approved at the time of the creation of the designated fund.
- 28.1.2 The Director of Finance and Treasurer shall establish a separate account for managing the financial transactions affecting the designated account.
- 28.1.3 Designated ministries may be implemented only if there are sufficient funds available.
- 28.1.4 Spending of funds is confined to Elder/Ministry Council approved programs and projects. Each contribution directed toward an approved program or project will be used as restricted with the understanding that when the need for such a program or project has been met, or cannot be completed for any reason as determined by the Elder/Ministry Council, the remaining restricted contributions will be used where most needed.

29. Policy – Scholarship Policy

Every year HBC designates a portion of the youth budget towards the funding of scholarships for full time Christian post-secondary education. The disbursement of these funds is the responsibility of the HBC Associate or Youth Pastor. Should the position of Associate or Youth Pastor not be filled the designation of funds falls to the Council. To obtain a youth scholarship an individual must submit a completed Scholarship Application form to the church office (Appendix 1).

Applications are to be held in strict confidence. Applications will be considered on an individual basis, but the following criteria and priorities will be considered:

- 28.1 An individual receiving a scholarship must be an active member of HBC or adherent in good standing.

- 28.2 Youth scholarships will be up to a maximum of \$1000 (\$500 per semester) if the student attends any Christian college or university approved by the Council.
- 28.3 Priority for a scholarship will be given to those members and adherents of HBC who are actively involved in the ministry of HBC and have a commitment to a continuing involvement in the life and ministry of HBC.
- 28.4 Disbursement will be made according to available funds.
- 28.5 The scholarship will be paid directly into the student's account at the college and will be available one time only. Scholarships may be paid directly to the parent or student if the Council decides a direct deposit to the student's school account is not possible.

30. Indemnification

1. Except as otherwise provided under any laws governing Hawkwood Baptist Church, Church Representative (including members of the Board of Elders, Ministry Council, officers of the Church, church staff, and designated volunteers) shall be liable for the acts, receipts, neglects or defaults of any other Church Representative or for any loss, damage or expense happening to the Church or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of the Church Representative unless the same shall happen by or through such person's willful neglect or willful default.
2. Every Church Representative, as well as his/her heirs and assigns shall be indemnified and saved harmless out of the funds of the Church, to the maximum extent permitted by law, from and against all costs, charges and expenses, including, without limitation,
 - a) all amounts paid to settle any action or satisfy any judgment, reasonably incurred by Church Representatives in respect of any civil, criminal, administrative, investigative or other proceeding in which a Church Representative is involved because of their association with the Church and
 - b) all other costs, charges or expenses that may be incurred in relation to any such proceedings.

Notwithstanding the foregoing, this indemnity shall not apply to such costs, charges, or expenses as are incurred through the applicable individual's willful neglect or willful default.

Hawkwood Baptist Church

Youth Ministry Scholarship Application

Name: _____

Address: _____

City: _____ Province: _____

Postal Code: _____ Telephone Number: _____

Name of College you are applying to: _____

College address: _____

Dates attending: _____

Please enclose a brochure and/or any other information about the college to which you are applying that would assist in making a decision in regard to your application for a Christian Education Scholarship (“CES”).

On a SEPARATE sheet of paper please answer the following questions:

- Describe your conversion experience and your current relationship with God.
- Do you have regular devotional times? Give a brief description of what you do during your devotions.
- List your educational background.
- What are your long-term educational goals?
- Describe your history of involvement with HBC.

When you have completed this application form, please deliver it to the HBC Office - you can deliver it personally or mail it. You will be notified as soon as possible of our decision regarding this application. You can be assured that your application will be held in strictest confidence.

If you have any questions or concerns about this application, please contact the Associate or Youth Pastor or ask for a contact name through the HBC Office. We are encouraged by your interest in furthering your post-secondary education at a Christian college. We know that the Lord will continue to guide you as you make preparations for your future.

May God richly bless you as you follow His leading in your life.

Hawkwood Baptist Church

Mission Funding Guidance, updated September 2, 2021

I. Purpose

Hawkwood Baptist Church has a long-standing heritage of being committed to supporting Mission Organizations, and Missionaries both here in Canada and around the world. This commitment is affirmed by both our Mission Statement (*To introduce people to Jesus and together become fully devoted followers*) and our Vision Statement (*To glorify God by fulfilling the Great Commandment and the Great Commission*) and is consistent with our desire to live in obedience to Jesus.

“Go, therefore, and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe everything I have commanded you. And remember, I am with you always, to the end of the age.” – Matthew 28:19-20

The purpose of this document is to provide guidance on how HBC will make decisions with respect to providing financial support for Mission work.

II. Oversight

The Director on Missions is accountable, under the authority of the Ministry Council and with the support of the Mission Committee, to manage the HBC “Missions” budget. This budget may include (but is not necessarily limited to) the following areas of support:

1. NAB Conference
2. Alberta Baptist Association
3. Taylor Seminary
4. NAB Missionaries
5. Other Missionaries
6. Short-Term Mission Training and Support
7. Missions/Missionary Encouragement
8. Gifts and Miscellaneous Missions Projects

III. Background to Determining Current Level of Support

1. **NAB Conference and Alberta Baptist Association (ABA):**

- a. **NAB Conference:** As a North American Baptist church, it is incumbent upon us to support the NAB Conference as we are able.

- b. **ABA:** The ABA provided strong support to HBC in our formative years and we continue to receive support from the ABA Regional Minister in the form of advice, counsel, coaching, staff recruitment, as well as preaching. In recognition of the ABA support that HBC has received, and continues to receive, we will continue to support the ABA 'family' as we are able.
- c. **Taylor Seminary:** Historically HBC has supported Taylor University College and Seminary. Some of our attendees and members (or their family members) are graduates of Taylor University (i.e. NAB College) undergraduate and associate degree programs. With the closure of undergraduate and associate degree programs, the depth of support for Taylor at HBC has waned. However, we continue to support the seminary as we see significant value in supporting the education of future pastors and missionaries. Without the support of NAB / ABA churches it would be very difficult for Taylor Seminary to remain viable and to ensure affordable tuition for its students. Additionally, serious consideration should be given to providing support to individuals from our membership who attend Taylor Seminary.

2. **NAB Conference Missionaries:** We have a strong history of supporting NAB Conference Missionaries. HBC has strong ties with several NAB Conference missionaries and in the past we supported members of our church who answered God's call to the mission field.

3. **Other Missionaries:** HBC has a history of supporting non-NAB missionaries. Generally, these are (were) individuals with strong connections to HBC by way of their membership at HBC or because they had close friendships or even family relationships with HBC congregants. The missions they served have solid Biblical foundations with clear Christian guiding principles.

4. **Short-term Missions:** HBC sees great value in members and adherents engaging in short-term missionary endeavours. We are committed to providing training and support for those who participate in mission opportunities which advance the Kingdom in a principled and effective manner.

IV. **Guiding Principles**

The following guidelines are intended to assist in determining which missions HBC should support.

- 1. **Stewardship:** We are committed to being good stewards of the resources entrusted to us by God. Consideration will be given to the financial state of HBC when making decisions with respect to support offered to missions/missionaries.

2. **Alignment with HBC mission, vision, and values:** We will only support organizations and individuals that are directionally in alignment with our guiding principles. Organizations will vary widely in terms of their philosophy and approach to the Great Commandment and the Great Commission. Many will be required, by political realities, to be 'tent makers' in their ministry while others may be more open in their approach. Some will be engaged in evangelistic endeavours, while other are more focused on providing support. We require that regardless of a mission's focus in terms of things like geographic location, language, ethic, or racial emphasis, or socio-economic strata, they must have a genuine Great Commandment and Great Commission focus.
3. **Relationship:** We prefer to align with individuals and organizations with which we have existing relationships. It is natural, appropriate, and good to align with individuals from HBC who engage in a ministry outside HBC. This could include relatives, friends, and colleagues of our members and adherents.
4. **Depth versus breadth:** Rather than supporting a large number of ministries, there is value in focusing on a relatively small number. This will provide us with the advantage of being able to provide meaningful support rather than that which may seem to be a token amount. Greater financial support from HBC can reduce the effort that individual missionaries must expend in order to garner the support they need. A relatively small, manageable number of relationships enables us to get to know each ministry and individual/family better, enabling us to provide more effective prayer support as well as benefiting from building a more personal relationship. There are some financial/time management benefits in having fewer connections.
5. **Alignment with HBC ministries:** We may give consideration to affiliating with ministries which have a nature, style and strategy to which we can relate. This will provide a more natural and stronger cultural fit.
6. **Conduct regular health checks:** Over time individuals and individuals may change. Their focus, values, and very nature may change. It is important to ensure that the missions/missionaries we support have not strayed from their mission. It would be prudent to evaluate each ministry each year and if concerns arise a more intensive review would be undertaken. The assessment/review must extend beyond checking 'results'. Not all ministry initiatives bear similar results with similar efforts. Some ministries focus on support while others are 'on the front lines' so the issue is one of faithfulness and effort rather than just numbers. Consideration should be given to how serious they are in their ministry, how accountable they are, and how well they respond to authority. Also, consider how well the missionaries have maintained connection with HBC through various forms of communication. It is important that missionaries continue to sense and honour the call of God.
7. **Need:** Our tendency may be to treat all ministry that we support equally in terms of financial commitment. It may be reasonable to give consideration to the fact that financial need is not the same for all candidates. Some areas of ministry are, by their nature, more expensive. Some individuals are well supported for various reasons

(many years of services, generous church/mission/family support) while others may struggle to raise the needed support. 'Need' is a factor of which to be aware when determining allocations. Identical support for all candidates may not always be appropriate.

V. Determining Level of Mission Support in Times of Reduced Financial Circumstance:

In financially challenging times, the Ministry Council will take steps to manage spending, and raise awareness among the congregation of the need for more giving. At some point the Missions Committee may be asked by the Elders and/or the Ministry Council to make recommendations on how reductions to the Mission budget should be managed.

Budget reduction recommendations should be made in consideration of:

1. The ability of mission organizations and individuals to manage receiving reduced support from HBC.
 - a. This includes an assessment of the impact of reduced funding on each organization we support. Some may have a greater ability to withstand reduction or loss of support. Be mindful of our 'family ties' with NAB Missionaries who receive their support primarily from NAB churches while missionaries in organizations with trans-denominational ties has a broader base of support which may make maintaining funding easier.
2. How well the various ministries align with our 'selection' process.
 - a. The missions that are best aligned with HBC would be prioritized for continued support while those less well-aligned would be the first to receive reduced funding.
 - b. Priority would be given to individuals with strong relationship with HBC and who engage in direct missionary activity (as opposed to those providing support). Importance would also be placed on those serving with an NABC connection.
 - c. Re-visit/update health check as per **Step 6 of IV. Guiding Principles.**

VI. Reduction Strategy:

As a guide, start at the top of the list and continue down until the required budget reductions are achieved.

1. Eliminate funding to 'Short-Term Missions Training and Support' (Congregants could be encouraged to support short-term missions with designated giving, and training that has no 'out-of-pocket' expenses could continue).
2. Eliminate funding of 'Missions/Ministry Encouragement' and 'Gifts and Miscellaneous Mission Projects'. (Cost-free alternatives/options should be pursued.)
3. Reduce support to Missions organizations (i.e. NAB, ABA) equally until target is reached or funding is eliminated.

4. Reduce support of lower-priority* missions equally until target reduction is reached or funding is eliminated
5. As a last resort, reduce support of priority* missions until target reduction is reached or funding is eliminated.

** Note: Use your best judgment when prayerfully considering each missions' Kingdom impact in order to assess priority in steps #4 and 5.*

In the event that the drastic action of reducing the Mission Budget is required, the Missions Committee would communicate with all the Missions we support. Once any budget reduction is determined and approved, the impacted organizations and individuals would be informed by the Missions Committee.