

Skillman Church of Christ

ADVISORY REPORT TO THE CONGREGATION



“Evaluate the potential of joining the Hills from the perspective of being faithful stewards of the resources God has provided Skillman to fulfill His mission of making disciples.”

March 20, 2022

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PREFACE

The Elders of the Skillman Church appointed the Advisory Committee with a mission to “evaluate the potential of joining The Hills from the perspective of being faithful stewards of the resources God has provided to Skillman to fulfill His mission of making disciples.” The Committee members are Cecilia Morgan, Chair, Gordon Green, Vice Chair, Ruth Ann Prude, Shalene Valentine, David Parkin and Ken Teague.

The Committee was convened on January 30 and met with the Elders for fifteen minutes of the initial meeting to accept the mission. The Committee proceeded to accept its mission pursuant to the Skillman Bylaws. The Elders confirmed that the Committee was to be made up of lay, autonomous independent volunteers who would prepare a report for the congregation. The Committee was specifically told that their mission was not to do a legal and/or financial due diligence analysis and to request questions from the congregation. The Committee was not to make any recommendations to the Elders but serve as a fact-finding committee. The Committee was requested to work transparently in seeking questions and interviews. The Committee was additionally requested to wait to share this information in the form of this Report with the entire congregation at one time.

The Committee sought questions from the congregation at large and from various groups including Life Groups, Ladies’ Bible Class, Covenant Book Club, the Quilting Group, etc. The Elders requested specific reports on the CDC (Ruth Ann Prude), missions (Gordon Green), finances (David Parkin and Gordon Green), facilities (David Parkin), staff (Shalene Valentine) and on questions posed by the congregation, etc. The six members of the Committee have spent collectively over 325 man/woman hours preparing this report.

The Committee has met with numerous staff and members from The Hills. The Hills has three campuses: North Richland Hills (“NRH”), West Fort Worth (“WFW”) and Southlake (“SL”) (collectively, “The Hills”). The Committee has attended all services of The Hills, toured all Hills’ campuses and reviewed all Hills’ streamed services, websites and social media sites. The Skillman members are encouraged to review The Hills websites and streamed services at www.TheHills.org. To the best of our abilities after daily prayer, we have diligently completed this report to be presented to the congregation.

GOVERNANCE

There are 51 elders who are shepherds of the three campuses of The Hills. Most of the fifty-one elders serve at the campus where they attend and are primarily focused on pastoring the individual members attending their specific campus. All elders are married except one widower.

The Elders yearly elect seven elders to serve on the Operating Committee (“OC”) joined by the two Executive Ministers, Rick Atchley, Senior Teaching Minister, and David Meyers, Executive Minister. The two Executive Ministers work with over eighty full and part time employees. The OC elected by the elders approves the budgets, significant expenditures, contracts and accepts or rejects recommendations of the staff of the specific campus.

The staff, including ministers, makes its requests and recommendations to the ET, which is the Executive Committee of the ministers, made up of the campus minister of each campus and heads of various ministry groups, such as Creative Art, Next Steps, Next Gen and Kingdom Experience. The administrative staff includes the Chief of Finance and Director of Operations who answer to the Executive Minister.

The Hills approaches the management and operations of the campuses on a more professional management philosophy. The Hills: (i) maintains an approved vendor list (currently over 140 vendors) and qualifies each vendor with the necessary insurance, backgrounds, bonding, etc., (ii) for major expenditures, it undertakes a formal Request for Proposals (RFP) and comparison of proposals and (iii) undertakes a review of all contracts for such major expenditures to be rendered over an extended period. No vendor is approved or given extra consideration due to any relationship with or membership at The Hills.

The elders are selected by the congregation by the respective congregations and nominated for service. The elder couples are then evaluated by the current elders, staff and ministers and are ordained, if qualified, after that review.

MINISTRY AREAS, DISCIPLESHIP, AND SPIRITUAL FORMATIONS MODEL

Ministry Areas

Ministry Areas at the Hills Church are divided into, Evangelism, Outreach, Adults, Students, and Kids. Evangelism and Outreach Ministries both have dedicated Ministers addressing missions both internationally and locally. The In-house Ministries serving the body provide both individual offerings as well as multi-generational/multi-cultural offerings via the *Groups* Model. The *Groups* model is divided into the areas of; Rooted, Community, Equip, Support, Women, Men, Marriage, and Español. *Groups* serve members' needs of fellowship, relationship, and community. The Body Life Minister, Connections Minister, and Groups Minister all strive to acclimate visitors and keep members involved in their vested interest and find a way to serve others within the body and the community.

Discipleship and Spiritual Formation are developed by the Teaching Minister and Spiritual Formation Minister. The adult pathway of discipleship is outlined in the *Next Steps* method. Spiritual Formation begins via the *Rooted Groups* Model and is fostered within the *Next Steps* pathway. For more information see the outline below.

The Hills Spiritual Formation and Discipleship model for all children from birth to age 18 or leaving home, falls under the Next Gen Department, led by Next Gen Minister, Jill Shelby. Student Ministries are presently evaluating their current programming to better serve teens and families post covid. Current offerings are streamlined and mirrored on each campus and will exit the evaluation process with individualized offerings for each campus and/or age group in addition to the foundational curricula currently offered simultaneously on all 3 campuses.

Student Ministry for tweens/teens 6th grade through 18 or leaving home meet on Wednesday evenings for a time of fellowship, worship, and small groups. Small groups are organized by age and gender. However, students are supported in choosing a group in which they are most comfortable both socially and developmentally. Sunday mornings the teens attend the main worship gathering and are given opportunities to serve with Guest Services, Worship Team, Production Team, or within the community at another time.

Next Gen, also known as Kids Ministry, is for babies (birth) through 5th grade. Children gather on Sunday Mornings and the nursery is available at all worship services on all 3 campuses. Children begin Sunday morning worship with their family in the main worship and are guided to their own age level small group during the sermon portion of worship. Small groups gather for developmentally appropriate bible lessons with accommodation for children with special needs. Each campus provides a Special Needs Coordinator to focus on children and families that can be served by this ministry. Kids' activities throughout the year include youth sports groups, in-town retreats, and respite nights.

Discipleship, and Spiritual Formations Outline

I. Next Steps

The Next Steps Pathway is designed to provide resources for practical daily practices. Resources provided include direct links to groups and programs offered by the Hills as well as discovery tools for spiritual gifts, video teachings, and recommended reading list.

- Worship regularly
- Connect with God
- Live Differently
- Do Life Together
- Serve Others
- Tell Your One
- Give Generously

II. Outreach Partners (Missions). Outreach Partners include International and Local Missions as well as Church Plants throughout the U.S.

Missionary Locations

Brazil
Cambodia
Chile
Dallas/Ft. Worth
East Asia
Eswatini
Europe (3)
Japan
Nicaragua
Nigeria
North Africa (5)
Poland
Rwanda
South Africa
Uganda
Zambia (3)

Church Plants

Austin, Texas
Babylon, New York
Baltimore, Maryland
Fairfield County, Connecticut
Harlem, New York
Londonderry, New Hampshire
Miami, Florida
Oakland, California
Orlando, Florida
Rapid City, South Dakota
Salmon Creek, Washington
San Diego, California
Santa Barbara, California
San Luis Obispo, California
Seattle, Washington
West Palm Beach, Florida
Wilmington, Delaware

III. Groups. Groups are small groups that typically gather once a month, every other week, or weekly. Groups are offered on all 3 campuses and spaces in the community such as member homes or parks.

- A. Rooted (offered 3 times each year)
Multi-Generational, Multi-Cultural
An 11-week, small-group discipleship experience that guides people to connect to God, the church, and their purpose. The perfect first step or next step for everyone at The Hills.
- B. Community (29)
The purpose of these groups is to help you connect relationally and grow spiritually. Find a group designed just for you.
 - Online Offerings (2)
 - Young Adults-20s/Single (1)
 - Multi-Generational 20s-50's/Single/Married/With Children (13)
 - Adults 30's-60's/Single Married/Empty Nesters (7)
 - Senior Adults (6)
- C. Equip (11): Short-term discipleship courses at every campus of The Hills Church will strengthen your faith and accelerate spiritual growth.
- D. Support (8): Support for addictions, broken relationships, grief, physical or emotional healing.
- E. Women (11): Opportunities to read the Bible, pray for each other, and build meaningful connections with other women.
- F. Men (6): Discovery tools for learning what it means to have brothers in Christ.
- G. Marriage (4): Seminars and tools for engagement, Marriage, conflict resolution, and reconciliation
- H. Español (8): Community Groups where primary Language is Spanish.

IV. Ministries. Ministry areas are present on all 3 campuses.

- A. Adults
- B. Women
- C. Groups
- D. Conferences
- E. Men
- F. Young Adults
- G. Groups
- H. Events

- I. Kids: Nursery care is available at every service time and elementary-aged kids are invited to join their families in the Worship Center for the first part of worship. The kid's ministry team will then guide them to their age-appropriate Bible Study Groups before the sermon begins.
 - Preschool
 - Special needs
 - Respite night
 - Class accommodations
 - Sports (Upward Sports)
 - Basketball
 - Soccer

- V. Students. Students are tweens and teens grades 6-12 or leaving home. Teens gather on Wednesday evenings at the NRH campus. Sunday mornings provide service opportunities. Students also gather for special events throughout the year.
 - A. Wednesdays: On Wednesdays, Teens gather to worship, hear an incredible word, and dive deep into smaller groups that are age and gender specific.
 - 6:00pm: Concessions – come hang out with your friends before worship
 - 6:45 pm: Worship & Teaching – hear an incredible word from our student ministers
 - 7:30 pm: Groups – Break out into small groups
 - B. Sunday Service Opportunities
 - C. Retreats
 - D. Camp
 - E. Plays and Productions
 - F. Dances

- VI. Serve. Opportunities to serve are available within the church, on campus, or in the community.
 - A. Opportunities at Church
 - Production
 - Kids
 - Teens
 - Worship
 - Guest services
 - Groups

B. Opportunities in the community

- Elem. Student Mentoring
- Food pantry
- Resale shop
- Christ's Haven
- Dash Network
- Menders for the Master
- Mid-Cities Care Corps
- Taste Project
- Adopt a school counselor

VII. Español. The Hills en Español is an established ministry within The Hills Church. The mission is to make disciples of Jesus and help them in their growth. All offerings are in the primary language of Spanish.

- Groups
- Sermons
- Next steps

SENIOR MINISTRY

Senior Adult Groups are available on all three campuses of The Hills Church. Groups meet on campus or in homes. A Sunday Morning Group is available at the NRH campus. This group meets in a traditional Bible class setting. Senior Adult, 60+ and 70+ Single and Married Groups also meet on Wednesday evenings at the SL and WFW Campuses.

In addition to the above community groups, there are many multi-generational offerings on all three campuses including Support Groups, Equip Groups, and many Women's and Men's Groups available. All members are encouraged to be involved in multi-generational/multi-cultural settings.

Specific questions and answers regarding Senior Adult Ministry and Activities at the Dallas Campus.

Q: Will a Senior Adult Minister be hired for the Dallas Campus?

Answer: If there is a need for a Senior Adult Minister, the matter would be under close consideration and evaluation. If the need for a Senior Adult Minister is determined, then next steps would be taken to satisfy that need.

Q: Will there be Senior Adult Activities during the week at the Dallas Campus?

Answer: Once evaluated, the Hills has no intention of canceling activities or programs that are helpful and nourishing to the body, including Senior Adult Activities.

Q: Will the Skillman Senior Programs be preserved and continued to be held at the Skillman Facility (Lunches, Breakfast, movies)?

Answer: Just as with all other programs, an assessment and evaluation will be given. However, the Hills has expressed that there is no intention of disruption or cancellation to any programs serving a need to anyone.

WORSHIP EXPERIENCE

I have attended ten different worship services and toured all three campuses. There are a variety of worship experiences for all ages plus there are services online (website and app). It is hard to compare the different worship services which The Hills provides because they are changed according to the audience. In contrast to the one in-person service at Skillman and the YouTube simulcast, The Hills offers multiple in-person services and services on their webpage (www.thehills.org) and through their mobile app (available on the Apple App Store). The Hills' services are produced (by paid professional experts) with high quality sound, music, video and instrumentation.

At the NRH, there is an 8:30 a.m. a cappella service. The worship area seats over 2000 on the first floor and in the balcony. The worship area has three large video screens, a stage with a sound box for drums, sound boards surrounding the stage, and special lighting systems. The worship team of at least twelve vocalists of various ages, genders and ethnicities are already singing prior to the beginning of service. One is initially struck by the balance of the voices in the large area. There is a welcome at the official start of the service, usually by one of the women on the praise team or the young ministers. The song service consists primarily of songs of praise from the blue book and the red book interspersed with contemporary Christian music. Two of the large video screens are projecting the images of the worship team and, at the bottom, the words of the songs are captioned beneath the video image on the chyron. The worship team each have their own wireless microphones and the sound of their voices, to my untrained music ears, was well-balanced.

Following the praise service were announcements with pictures and captions augmenting the announcements on the screen. There are announcements for those visitors attending with an opportunity to text your presence. The announcements included a parent night out, a father daughter dance for daughters ages 4 through 12, baptism Sunday, March 20, the status of mission efforts, both foreign and domestic, etc. Having attended services over five Sundays, the announcements change weekly. The announcements included the concept of a Dallas campus and particularly the interest nights at Skillman and a call for prayer for this endeavor.

Communion follows and, in at least five of the services I attended, one of their young female ministers led the communion message. The praise team provided songs during communion. There is an intentional break between communion and the offering with a different speaker announcing the offering. The opportunities to make offerings were identified on the screens; there are offering boxes throughout the facility.

In the particular service I attended three weeks ago, the preacher was E. J. Brown, Minister of Evangelism. He is a black gentleman in his mid-thirties dressed casually in a black and white warmup suit and wearing Nike Airs. As the preaching began, a huge Jumbotron-like video screen descended, and E. J. was projected on all three screens. The audience by the time of the service was over 400 people of various ages, primarily over 50

years of age, casually dressed. E. J. was captivating during the sermon; he had me laughing, crying, listening and viewing the scriptures cast on the screens.

Following the sermon was an alter call with the Elders and the Ministers dispersed throughout the worship center. There were numerous private exchanges including prayer and conversation between individuals, some of whom were on their knees. The service was closed with songs of praise. The service lasted approximately an hour and ten minutes.

At the NRH, I attended the next two instrumental services, sitting in various locations in the worship space on the floor and in the balcony. In contrast to the earlier a cappella service, the worship team included vocalists and musicians on different instruments with emphasis on keyboard and strings. The percussion is in a sound box to balance its volume against the other instruments. Their worship center has audio acoustic panels to absorb the energy of sound waves that reflect and reverberate, producing a pleasantly harmonious sound. The music in the 10:00 service was primarily from contemporary Christian music such as heard on Sirius XM “Enlighten” or “The Message” or 94.9 FM KLTU or 89.7 WayFM. The music at the 10:00 service did include some more traditional music yet the 11:30 service was almost all contemporary Christian music.

The order of worship at each service was the same. One’s eyes are moved constantly to the video screens, much like watching a football, baseball or basketball game at a new, modern facility. The worship center setup makes it such that you don’t notice that the preacher isn’t live. At the three live preacher led services, the video screens are still in use, highlighting the speaker and the scripture basis on the chyron.

Each of the services began with the children present through communion. After communion, the children are dismissed to their respective Sunday school classes. Their numerous teachers and teenage volunteers are dressed in long-sleeved t-shirts of identical color. The babies and toddlers are not present in the service but are in their nurseries and appropriately aged classrooms. I attended the second-grade class with 31 second graders and six volunteer adult teachers, all over the age of 50. According to the teachers, they have a set curriculum which is provided to them well in advance so that there is a teacher-student ratio of one to six. The second graders were busy coloring and interacting with their Bible story.

Upon leaving the second-grade class, I returned to the worship center to hear essentially the same sermon. The 10:00 and 11:30 services are younger audiences with more gender and ethnic diversity. Last Sunday, 2800 people attended the three services at the NRH. The teenagers and young adults attended each service. On Wednesday nights, the teenagers meet in their own space with stages, bands and vocalists playing age-appropriate music and are taught by youth ministers, both male and female. After the joint services, they meet in age-appropriate small groups.

Several current and former Skillman members were interviewed and have attended services at The Hills in person or online. One said that the worship service was “quite a production”. She attended the 11:30 NRH service. One said that every service she attended

was “refreshing and uplifting and Biblically based”. She attended services at all three campuses. A former member attending the WFW campus says that it was an adjustment for her to move from a cappella to a cappella/instrumental but the preaching is amazing. Another former member attending WFW says his children can’t wait for Sunday morning services and especially for Bible classes. Another former member appreciates the high volunteer/service component expectation of all members. She regularly teaches Sunday school class for second graders. Another Skillman member especially appreciates the 8:30 a cappella service and regularly listens to it from her car before coming to our services.

At 11:30, there was a Spanish-speaking service with over 300 participants of all ages. It was notable that most of the people entering the Hispanic service were young couples with multiple children in tow. The service was instrumental with all voices singing in Spanish. Last Sunday at the SL Campus, there were 600 worshipers in two services and at the WFW Campus, there were 800 worshipers in two services.

Notes: Attending one of the services at one of the campuses of The Hills would be a way to better understand the worship experience. There is a bus trip to worship at the NRH on Sunday, April 24, for the 10:00 a.m. service. There is also an emphasis on volunteerism. Each campus has a coffee bar set up with refreshments for the volunteers for check-in. Volunteers of all ages wear different colored, long sleeved t-shirts specific to their task. The teenagers aid in the Children’s Ministry. They greet families and escort children to their classes.

As chairperson of our Guests Ministry for the last ten years, I was interested to note that at each campus I was greeted by greeters in the parking lots. The parking lots have piped in music of the ongoing services. I was escorted by at least three different people at each campus from the parking lot to the worship center. There is also a welcome desk at each campus with several volunteers and at least one elder couple. The greeters also direct visitors to a fully stocked Starbucks-like coffee bar for free coffee. At The Hills WFW the lobby had seating areas throughout and video screens showing the current service broadcast. Upon exiting I was “touched” by at least five or six more people. The greeters are easily identified by appropriately colored matching long-sleeved t-shirts. I did text back to their request for being a visitor and since the services, I have been contacted and invited to events via text and email at least five times. The Hills’ level of volunteerism by all ages, genders and ethnicities makes their campuses hives of activity. To fully comprehend, you must attend.

MUSIC

Music and Worship Ministry

Music Ministry and/or Worship Ministry at The Hills Church is primarily Instrumental. There is an A cappella Worship service at the NRH Campus on Sunday mornings. In addition to the A cappella service, there are two instrumental services at NRH offered later in the morning. The SL and WFW campuses also have multiple services and are all instrumental. *See below for specific Sunday morning worship times.

Each campus has at least one or more dedicated Worship Minister(s). Songs and worship order are catered to the specific likes and dislikes of each campus personality. Each Sunday morning Worship service is live and in person. The Worship Team consists of professional musicians and church volunteers. The online Worship is live streamed from the NRH campus and includes all three services, A cappella and instrumental.

Currently, all online Worship is live streamed via the NRH campus where the space and equipment set-up are most viable for audio/video production. The SL campus, once in their new Keller location, will be equipped with audio/video production facilities and possibly with additional live-stream options.

If a partnership with Skillman takes place the needs for Worship Ministry will be evaluated and assessed. The Hills has many talented members to begin worship and help the Dallas campus adjust to an updated worship style. Any interested members can speak directly to the appointed staff at that time as all members are encouraged to share their gifts.

*NRH	8:30 am	A cappella
	10:00 am	Instrumental
	11:30 am	Instrumental
SL	9:00 am	Instrumental
	10:45 am	Instrumental
WFW	9:00 am	Instrumental
	10:45 am	Instrumental

MISSIONS, FOREIGN AND DOMESTIC

Overview and Philosophy

A discussion of how The Hills handles and executes its missions' efforts, both locally and abroad, should begin with The Hills simple mission statement: "to make and grow followers of Jesus Christ." The Hills seeks to accomplish this mission, which it calls Kingdom Expansion, both at home and abroad.

In 2020, The Hills' leadership concluded that their church was too geared towards a missions mindset that prioritized short-term missions and monetary contributions from the congregation. Their efforts to refocus their missions' objectives brought them to the "Ask For Nations and Generations" vision, which desires to build a church more representative of God's Kingdom by, in part, enabling more people to go out into God's Kingdom and preach the Gospel, plant churches, or proactively live out the Great Commission in other ways. This is the overarching vision for missions at The Hills.

The Hills desires for its members to be "lifestyle evangelists" and "relational evangelists" who not only preach the Gospel by their tongue but by the comprehensive way in which they inject themselves into a community and leave an imprint on those who encounter them. The Hills expects each member to support this vision by modeling themselves after Acts 1:8 – "You shall be my witnesses in Jerusalem and in all Judea and Samaria and to the ends of the earth". The Hills does this by encouraging its members to become firmly involved in both international and local missions. The Hills encourages its members to go out into the world by budgeting \$60,000 to \$75,000 for scholarships to members who wish to take part in short-term mission trips. The Hills also places heavy emphasis on active involvement in local missions, with an estimated 2000 congregants being actively involved in local missions per month.

Missionaries The Hills Support

The Hills currently supports 27 missionaries globally, with the objective of increasing that number to 37 missionaries. This link to The Hills' webpage provides the names and locations of many of their current missionaries: [Outreach Partners | The Hills Church](#). Some missionaries cannot be named out of the desire to protect their identities given the hostile regions in which they serve.

The Hills also supports 17 church plants in the United States. A link to the page providing the locations of these church plants can be found here: [Outreach Partners | The Hills Church](#).

Missions Contributions

“Renew”

Domestic outreach at The Hills is supported for 51 weeks out of the year through designated funds received from weekly contributions. For the 52nd week of giving, there is a special contribution for local missions called Renew. On average, this special contribution brings in approximately \$1 million from the congregations to support numerous local mission efforts. The Hills supports the ministry of 501(c)(3) benevolence organizations primarily in the DFW area. The organizations supported are involved in feeding and housing families and children, protecting the unborn, providing emotional and professional support to abused children, troubled teens, and fighting human trafficking.

“Harvest”

Along with a special contribution for local missions, there is a designated special contribution for foreign missions called Harvest. This special contribution takes place during the first week of November, and the contribution typically brings in \$2.5 million from the congregations. In 2021, congregants gave over \$3.2 million for Harvest, which is used entirely to fund international missions and missionaries. The Harvest provides support to The Hills missionary families, church plants, and LivingStone International University. Additionally, the Harvest funds support to partner 501(c)(3) global outreach organizations.

Missions Governance

Governance within The Hills, as it relates to missions, is handled through a missions council which is made of members from all campuses. The missions council serves at the pleasure of The Hills’ elders, and the council is empowered to make decisions regarding the direction and funding of missions for The Hills, including proposing budgets and proposing new relationships with missionaries. The decisions of the missions council are brought to the Operating Committee of The Hills for ultimate approval. Each church campus will have its own missions committee to implement the decisions of the missions council for their local campus. In addition, each campus will have assigned liaisons for missionaries out in the field.

Intentions with Missions at Skillman

A stated concern of many at Skillman is what will occur with the missionaries we support if a partnership with The Hills were to take place. The Hills has stated that it has no short-term intention to disrupt the ongoing support we currently provide for our missionaries. The Hills does state that, in the long term, there will be evaluations of the relationships with the missionaries to determine whether it is in the best interest of both sides for the relationship to continue.

Such an evaluation would likely be a 5-year process, and that process would include finding a replacement church for the missionary if it were determined that another church would more effectively serve that missionary. The Hills has stated that mere disagreements

about the methodological approach of the missionary's spreading of the Gospel would not necessarily be cause to end the relationship. The guiding inquiry will be whether the missionary is effectively spreading the Gospel in their community.

To provide some tangible assurance to Skillman, the CEO of NewLife Behavior International ("NLBI"), Mike Biggers, is a member of The Hills. Three of the current missionaries at Skillman use the NLBI curriculum, so it is anticipated that The Hills would have no desire to discontinue our relationship with those missionaries. By way of further example, The Hills has brought on 2 missionaries from their satellite campuses. One of those missionaries is still supported by The Hills, while the other has retired. Though the sample size with The Hills is limited, there has not yet been an instance of a missionary's relationship with the church being discontinued non-mutually.

As to the evaluation process for local missions at satellite churches, the evaluation will be less stringent than with foreign missions. Local missions that are important to a satellite campus will likely remain as a supported local mission. An example of this is Center of Hope, a local mission effort brought into The Hills by the WFW campus, as well as the Early Learning Center at the SL campus. The Hills states that it prefers to lean on local ministers to find local missions to support.

Lastly, as it relates to any short-term commitments Skillman has towards local and foreign missions, The Hills has stated it has absolutely no intent to disrupt those short-term commitments. The Hills' stated intentions with regards to the mission efforts and missionaries of Skillman can be summarized as such: it will be a slow evaluation of Skillman's mission efforts, with no stated intent to disrupt our current support of mission works, both local and international, in the short term. Evaluative scrutiny will be greater with foreign missionaries, but circumstances and precedent suggest that The Hills will have no desire to discontinue our relationships with our missionaries and local missions efforts.

FACILITIES

On Tuesday, March 1, 2022, a representative of Skillman Church visited The Hills facilities. During the visit he was accompanied by the Director of Facilities, Bruce Painter. The Hills consists of the following three separate campuses.

1. North Richland Hills Campus, 6300 N.E. Loop 820, North Richland Hills, Texas 76180.
2. West Fort Worth Campus, 2828 Longvue Avenue, Fort Worth, Texas 76108.
3. Southlake Campus, 2501 W. Southlake Blvd., Southlake, Texas 76092. In addition, the SL campus has recently been sold; a site in Keller (2525 Florence Road, Keller, Texas 76262) was purchased and is currently under renovation/construction.

Campuses

A summary of each campus facility is as follows:

- NRH (ref. Pictures 1 and 2) – This facility is two-stories and approximately 200,000 square feet. The facility was originally constructed in 1986 with additions completed in approximately 2000 to accommodate youth and office spaces. The facility contains classrooms for a pre-school, multiple gymnasiums, youth/adult classrooms capable of being divided or expanded, multiple cafes and coffee shops, and a sanctuary that accommodates a capacity of approximately 2,200 with fixed seating.
- WFW (ref. Pictures 3 and 4) – This facility is one-story and approximately 50,000 square feet. The facility consists of a 20,000 square feet chapel that was purchased by The Hills, and a 25,000 square feet addition that was completed approximately 2 years ago. The chapel currently accommodates childhood classroom space, and the new addition has a sanctuary, offices and conference rooms.
- SL (ref. Picture 5) - The existing building is two-stories, approximately 45,000 square feet. The facility was originally constructed in 1995 with classroom additions completed in 1998. The facility also includes several out-buildings (formerly single-family residences) that are currently utilized as youth spaces and conference/meeting rooms. As noted above, this facility has recently been sold and this congregation is scheduled to move to the Keller facility in approximately 6 months.

- Keller (ref. Picture 6) - This facility is two-stories and approximately 43,000 square feet. The facility consists of a 35,000 square feet church, originally constructed in 2000, that was purchased by The Hills. The building is currently being renovated, along with an 8,000 square feet addition that is also under construction. The renovated building will accommodate a sanctuary, offices and conference rooms and the addition will accommodate youth and classroom spaces. The KLR renovation and addition is scheduled for the grand opening in July 2022 and at that time, the SL congregation will leave its current location and begin to office and worship there.

Summary

Overall, all three existing facilities were well maintained, with no observable structural, mechanical/electrical/plumbing (MEP), paving, or site grading deficiencies. At the NRH campus, the chilled water-cooling system is currently scheduled for replacement in the next year. With that, the life span for the existing system has been approximately 35 years. That is considered very good and indicates excellent care and maintenance.

As Director of Facilities, Mr. Painter oversees all three campuses. Mr. Painter maintains a full-time office at the NRH campus. Mr. Painter explained that for liability and economy reasons, all MEP, Landscape, Security and Cleaning services at each facility are outsourced to independent vendors. The only services done in-house are the IT and AV services, of which are done by individuals employed by the church.

The MEP services are outsourced to TDIIndustries (TDI). TDI utilizes an electronic maintenance tool (called Visual Intelligence) to monitor all three campuses, 24 hours a day, 7 days a week. TDI does have an office at the NRH campus and is on site approximately 50% of the time. TDI also visits the other two campuses on a bi-weekly basis and performs a full walk-thru at all three campuses before each Sunday service (performed on Friday for SL and WFH, and at 4am at the NRH campus). Mr. Painter explained that at previous mergers (with WFW and SL) TDI and the Cleaning services were able to utilize and hire several of the existing/current employees. Mr. Painter said that hiring the existing employees proved very beneficial, especially during the transition period, due to their local building knowledge.



Picture #1. NRH, Front Entrance



Picture #2. NRH, Interior Plaza



Picture #3. WFW, Front Entrance



Picture #4. WFW, Existing Chapel



Picture #5. SL, Front Entrance



Picture #6. Keller, Front Entrance

STAFFING AND HUMAN RESOURCES

The Hills Church has in total two Executive Ministers, 33 Department Ministers, 24 Directors, ten Coordinators, Specialists and Managers, and 17 Assistants and/or Technicians. All Ministers are full-time employees with a full benefits package. Directors, Coordinators, etc. are either full or part-time depending on the workload of the position. Staff salaries and hourly wages are based on the Siburt Institute Annual Study. The Hills considers the study results as a starting point for compensation and strives to compensate at the top tier level.

Executive Ministry Positions are over each of the 3 campuses. Each Campus also has a Campus Minister who serves the individual needs of that campus and manages the staffing of that campus.

If a partnership moves forward between the Hills and Skillman, all Ministry and support staff will have the opportunity to sit down with the Hills leadership and evaluate the needs and spiritual direction of both parties. If either party feels the need to move in a direction other than partnership a severance package including but not limited to 9 months' salary will be discussed.

In the event a partnership takes place, the needs of the Dallas Campus will most likely begin with 4 to 6 Ministers including a Campus Minister, Worship Minister, Student Minister, Kids Minister, and Connections Minister, with additional support staff. The needs of the Dallas campus will be evaluated at that time and staff positions will be added or adjusted according to that need.

It has been voiced that current staff titles are unfamiliar to Skillman members. Specifically, Body Life Minister, VIP Director and other positions not currently held at Skillman such as Connections Minister, Family Care Minister, Digital Strategy Minister, Kingdom Expansion Minister, Counseling and Wellness Minister, Recovery Minister, Hills en Español Minister, and staff positions on the Audio/Video Team and Financial Team. Please see the outline below for a brief description of staffing positions.

North Richland Hills Campus

- I. Executive Department
 - A. Executive Minister, David Meyer (*staffing for NRH campus and Campus Minister*)
 - B. Senior Minister, Rick Atchley (*Pulpit Minister, Spiritual Formation, Mission and Vision of The Hills Church*)
 - C. Kingdom Expansion Minister, Chris Shelby (*Evangelism, Missions*)

- D. Next Gen Minister, Jill Shelby (*Spiritual Formation of all minors from birth to leaving home*)
 - E. Teaching Minister, Taylor Walling (*Discipleship pathway and Spiritual Formations*)
 - F. Executive Administrative Assistant (2) (*support staff to Executive team*)
- II. Kingdom Expansion Department (Missions)
- A. Kingdom Expansion Minister (*See I.C.*)
 - B. Evangelism Minister (*outreach and local missions*)
 - C. Hills en Español Minister (*Ministry needs with the primary language of Spanish*)
 - D. Recovery Minister (*Celebrate Recovery and support groups*)
 - E. Administrative Assistant (2) (*support staff to Kingdom Expansion Department*)
- III. Next Steps Department
- A. Spiritual Formations Minister (*Discipleship Pathway and Spiritual Formation*)
 - B. Women's Minister (*Women's groups, specific needs of Women*)
 - C. Digital Strategy Minister (*online content development and long-term plans for the digital environment*)
 - D. Family Care Minister (*Benevolence Ministry*)
 - E. Body Life Minister (*serving member needs throughout the body, major focus on Senior Adult care and inclusion*)
 - F. Connections Minister (*connections to visitors and offerings, connecting members to offerings and programs*)
 - G. Counseling and Wellness Minister (female) (*pastoral care and referrals for support or counseling – female perspective*)
 - H. Counseling and Wellness Minister (male) (*pastoral care and referrals for support or counseling – male perspective*)

- I. Counseling and Wellness Coordinator (*support staff for Counseling and Wellness Ministers*)
 - J. Administrative Assistant (4) (*support Staff for Next Steps Department*)
- IV. Next Gen Department
- A. Next Gen Minister (see I.D.)
 - B. Lead Student Minister (*Student Ministries lead 6th grade – leaving home*)
 - C. Student Minister (2) (*Student Ministries 6th grade – leaving home*)
 - D. Student Worship Minister (*provides Worship Experience for Wednesday Evening Gathering, Retreats, etc.*)
 - E. Kids Minister (*lead for Kids Ministry Team*)
 - F. Preschool Director (*leads Preschool [Day] and Church Activities*)
 - G. Elementary Kids' Director (*elementary children team*)
 - H. Early Childhood Director (*preschool children team*)
 - I. Special Needs Director (*serves as needed for children with Special Needs*)
 - J. Kids Volunteer Director (*manages volunteers for Kids Ministry gatherings*)
 - K. VIP Director (*manages activities for kids who are attending second service so parents can volunteer*)
 - L. Kids Recreation Director (*creates sports experiences with Upward Sports for children*)
 - M. Next Gen Administrative Coordinator (*support staff for Next Gen Department*)
 - N. Outreach Coordinator (*serves needs of outreach in the community concerning children and families*)
- V. Creative Arts Department
- A. Creative Arts Executive Minister (*implement vision for digital media*)
 - B. Teaching Minister (see I.E.)
 - C. Art Director (*facilitates look and “feel” of digital content*)

- D. Film Director (*creator and visionary of video content*)
 - E. Production Director (*manages video production quality*)
 - F. Communications Director (*branding and communications content*)
 - G. Media Content Producer (*creates media content*)
 - H. Videographer (*camera/video technician*)
 - I. Production Technician (*A/V Technician as needed*)
 - J. Ministry Administrator (*support staff for Creative Arts Department*)
- VI. Finance Department
- A. Finance Director (*oversight financials*)
 - B. Missions Financial Coordinator (*manages mission specific financials*)
 - C. Revenue Specialist (*manages revenue*)
 - D. Administrative Assistant (*support staff for Finance Department*)
 - E. Human Resources Director (*employee financials, onboarding*)
 - F. Healthcare Specialist (*employee insurance needs*)
 - G. HR Administrative Assistant (*support staff for HR Department*)
- VII. Operations Department
- A. Facilities Director (*building management*)
 - B. Operations Director (*building management, daily operations*)
 - C. IT Specialist (*manages technology needs*)
 - D. Porch/Kitchen Manager (*manages kitchen needs/usage*)

Southlake Campus

- I. Executive Department
 - A. Executive Minister, David Meyer (see North Richland Hills Campus, I.A.)
 - B. Senior Minister, Rick Atchley (see North Richland Hills Campus, I.B.)

- C. Campus Minister, Chris Hatchett (*pastoral and staffing needs of specific Campus*)
- II. Creative Arts Department
 - A. Worship Minister (2) (*Praise team management and Worship experience*)
- III. Next Steps
 - A. Connections Minister (see North Richland Hills Campus, III.F.)
 - B. Administrative Assistant (2) (See Northland Richland Hills Campus, III.J.)
- IV. Next Gen Department
 - A. Student Minister (see Northland Richland Hills Campus, IV.C.)
 - B. Kids Minister (see Northland Richland Hills Campus, IV.E.)
 - C. Preschool Director (see Northland Richland Hills Campus, IV.F.)
 - D. Elementary Kids Director (see Northland Richland Hills Campus, IV.G.)
 - E. Early Childhood Director (2) (see Northland Richland Hills Campus, IV.H.)
 - F. Special Needs Director (see Northland Richland Hills Campus, IV.I.)
 - G. Outreach Director (*manages outreach connections to the community concerning children and families*)
 - H. Resource Room Director (*organization and needs of resources for kids' ministry*)

West Fort Worth Campus

- I. Executive Department
 - A. Executive Minister, David Meyer (see North Richland Hills Campus, I.A.)
 - B. Senior Minister, Rick Atchley (see North Richland Hills Campus, I.B.)
 - C. Campus Minister, Jeremy Glover (*pastoral and staffing needs of specific campus*)
- II. Creative Arts Department
 - A. Worship Minister (see Southlake Campus, II.A.)

III. Next Steps

- A. Connections Minister (see North Richland Hills Campus, III.F.)
- B. Groups Minister (connecting members to Group Experiences)
- C. Administrative Assistant (2) (See Northland Richland Hills Campus, III.J.)

IV. Next Gen Department

- A. Student Minister (see Northland Richland Hills Campus, IV.C.)
- B. Kids Minister (see Northland Richland Hills Campus, IV.E.)
- C. Preschool Director (see Northland Richland Hills Campus, IV.F.)
- D. Special Needs Director (see Northland Richland Hills Campus, IV.I.)
- E. Curriculum and Resource Director (manages curricula needs and resources for Kids Ministry)

CHILD DEVELOPMENT CENTER

On Wednesday, February 9, 2022, between 9:30 a.m. and 11:00 a.m., The Hills SL Campus Preschool Director, Emily Young along with Jill Shelby, the Next Gen minister, met with Ruth Ann Prude and Farrai Smith, Skillman CDC Director and Assistant Director, respectively. We toured the entire Skillman CDC facility including all classrooms, outside play areas and the gym. As we walked the campus, we visited about:

- Schedules, Day/Time
- Number of children/staff, including staffing ratios
- Weekly Specials – Chapel, music, technology and Spanish
- Daily policies/procedures such as drop-off and pick-up, discipline
- On-line databases
- Curriculum – Learning Without Tears and different curriculum for chapel
- CDC – many graduates go to area public schools and some private schools

Emily stated that their student population is made up of mostly church families who move on to a private Christian kindergarten program.

Emily was very transparent about SL Church situation prior to partnering with the Hills – congregation had dramatically decreased to around 70 congregants, and the preschool was really their last shining light in the community. So, with their merger, The Hills did not make changes to their school. Emily specifically addressed this as she said she was well aware of the anxiety that surrounded us with this potential change.

We prayed together and Ruth Ann requested a chance to visit their preschools in the next couple of weeks, possibly the week of the February 21 and/or February 28.

* * * * *

Ruth Ann visited the SL and WFW Hills campuses on Monday, February 21 and spoke with Emily Young and Erin Nix, respectively. Farrai Smith, Skillman CDC Assistant Director, will visit with Tamara Pope of NRH on Monday, March 7.

Questions:

Q: Preschool Name

PATH, Preschool at The Hills, and all locations add their campus name.

Q: Church days of operation?

SL: closed on Friday
WFW: closed on Friday
NRH: open on Friday
SC: open Sunday through Friday

Most Hills employees do not work on Friday because they work on Sunday. Staff who don't work on Sunday, work on Friday, mostly finance/office staff.

Q: How long has preschool been in operation?

SL: since 1994, *not licensed by the state*
WFW: two years, *not licensed by the state*
NRH: 35 years, *not licensed by the state*
SC: 28 years, *licensed by the state*

Q: Number of students?

SL: 160, new building to also handle 160, moving to new location in the summer
WFW: in the 80s, maximum of 116, in a new building
NRH: 120, growing increase to 160
SC: 301; for 2022-23 school year, 315

Q: School Daily Schedule?

SL: Tuesday and Thursday, 9:00 a.m. to 2:00 p.m.
WFW: Tuesday and Thursday, 9:00 a.m. to 2:00 p.m.
NRH: Monday and Wednesday, 9:00 a.m. to 2:00 p.m.
SC: Monday through Thursday, 9:00 a.m. to 2:00 p.m.; Friday, 9:00 a.m. to 12:00 p.m.

Q: School Calendar?

SL: The calendar is handled by the campus preschool Director and loosely follows the area schools.
WFW: The calendar is handled by the campus preschool Director and loosely follows the area schools.
NRH: The calendar is handled by the campus preschool Director and loosely follows the area schools.
SC: The calendar is handled by the campus preschool Director and loosely follows the DISD.

Q: Start Date?

SL: Tuesday after Labor Day – 2nd week of May
WFW: Tuesday after Labor Day – mid May
NRH: Tuesday after Labor Day – 2nd week of May
SC: Tuesday after Labor Day – 3rd week of May

Q: Student ages?

SL: offers classes to the public, ages 12 months to 5 years and for staff, ages 0 to 12 months
WFW: 2 months (for staff kids and open to the public if there's space) to Pre-K
NRH: newborn to Pre-K
SC: 18 months to Pre-K

Q: How is tuition determined?

SL: It's handled by the campus preschool Director.
WFW: It's handled by the campus preschool Director.
NRH: It's handled by the campus preschool Director.
SC: It's handled by the campus preschool Director.

Q: How is registration determined?

SL: supply fee (per semester) plus monthly tuition (sibling discount)
WFW: supply fee (per semester) plus monthly tuition (sibling discount)
NRH: supply fee (per semester) plus monthly tuition (sibling discount)
SC: supply fee (per school year) plus monthly tuition (sibling discount)

Q: Curriculum?

SL: Learning Without Tears and seasonal
WFW: does not use Learning Without Tears
NRH: paid curriculum specialist to create age-level curriculum
SC: Learning Without Tears

Each campus chooses its curriculum

Q: Specials?

- SL: 2 teachers; specific to chapel; chapel is daily and incorporates music; no specific music class; teachers float later; Armor of God; (chapel curriculum) Spanish is in circle time; no technology due to time constraints
- WFW: Chapel one day with specific teacher and music the other; no Spanish or technology
- NRH: Chapel and music
- SC: Chapel, music, Spanish, (Spanish for ages 3 years and older), technology (technology for Pre-K only); all specials are weekly for 30 minutes

Chapel curriculum is at the discretion of the campus directors.

Q: School activities – All Campuses have interactive days and determines special events.

Q: Summer program?

- SL: No
- WFW: July, Tuesday and Thursday
- NRH: No
- SC: Summer programs are through church and CDC is invited

Q: Number of Personnel?

- SL: 40, no men
- WFW: 18, no men
- NRH: 30, no men
- SC: 45, one male floater

Q: Personnel requirements/Training?

- SL: Background checks, repeated every two years; at minimum a high school diploma; CPR is free through Southlake Fire Department; vaccines and masks are not required
- WFW: Background checks, repeated every two years; at minimum, a high school diploma; CPR
- NRH: Background checks, repeated every two years, at minimum, a high school diploma; CPR
- SC: (*CDC is state licensed*), state background checks, repeated every two years; fingerprinting; Skillman church background check; Ministry Safe (Skillman Church requirement); at minimum, a high school diploma; CPR; 24-30 hours of in-service training annually for all staff; lesson plans and class schedules on file; COVID immunizations

Q: Teacher appreciation?

- SL: handled by the Director; a teacher luncheon once a month; other monthly activities
- WFW: handled by the Director; small gifts during the year; dinner for staff at Christmas; spring brunch
- NRH: handled by Director personally; potlucks
- SC: handled by Director; catered lunches, six to seven during the school year; Christmas/Year-End bonus; parent/teacher conference bonus; staff gifts during the school year

Q: Who does the Director report to daily?

- SL: Kid Minister is the immediate boss, then Campus Minister.
- WFW: Kid Minister is the immediate boss, then Campus Minister.
- NRH: Kid Minister is the immediate boss, then Campus Minister.
- SC: Minister and Elders as needed.

Q: Hiring/Firing?

- SL: handled by campus preschool Director
- WFW: handled by campus preschool Director
- NRH: handled by campus preschool Director
- SC: handled by preschool Director

Q: Who sets the staff hourly pay rate?

- SL: It's handled by campus preschool Director. The staff is paid every other Friday. A timeclock was installed at the time of the merge. Time and payroll are calculated through the payroll system, Paycom. The Director logs in at the end of each pay period to review and approve hours. Raises are based on length of service. Every summer, a pay increase form is turned in to get raise in the system as indicated by the Director.
- WFW: Time and payroll are calculated through the payroll system, Paycom. The staff clocks in and the Director logs in at the end of each pay period to review and approve hours. The staff is paid every two weeks. There are no raises yet; raises are dependent upon registration.
- NRH: Time and payroll are calculated through the payroll system, Paycom. The staff clocks in and the Director logs in at the end of each pay period to review and approve hours. The staff is paid every two weeks. There are currently no specific annual raises; raises are dependent upon registration.
- SC: Administration keeps track of employee hours and submits time directly to a payroll system. The staff receives raises annually.

Q: Monthly expenses?

- SL: The Director has a school credit card, and a check request can be submitted to the finance office if needed. When the monthly credit card statement is received, the Director codes the charges for appropriate expense.
- WFW: The Director has a school credit card, and a check request can be submitted to the finance office if needed. When the monthly credit card statement is received, the Director codes the charges for appropriate expense.
- NRH: The Director has a school credit card, and a check request can be submitted to the finance office if needed. When the monthly credit card statement is received, the Director codes the charges for appropriate expense.
- SC: The Director and two others have a school credit card, and a check request can be submitted to the finance office if needed. When the monthly credit card statement is received, the Director reviews for appropriate expenses.

Q: Admin – salaried/benefits/raises Director only or any others?

- SL: The Director is a full-time, salaried employee, with benefits. She is paid every other Friday on a year-round basis and works 3/4 for school, 1/4 for church.
- WFW: The Director is a full-time, salaried employee with benefits who works ½ for school, ½ for church. The Director is paid year-round.
- NRH: The Director is a full-time, salaried employee with benefits who works ½ for school, ½ for church. The Director is paid year-round. NRH is a separate 501(c)(3) organization.
- SC: Director is considered ministry staff and is a full-time, salaried employee with benefits. There are also three additional administrative employees who are salaried, full time and eligible for benefits.

Q: Staff Reviews?

- SL: Staff reviews are handled by the Director, staff self-evaluation and then director/teacher conference.
- WFW: Staff reviews are handled by the Director, staff self-evaluation and then Director/teacher conference.
- NRH: Staff reviews are handled by the Director, staff self-evaluation and then Director/teacher conference.
- SC: Staff reviews are handled by the Director, staff self-evaluation and then Director/teacher conference.

Q: Director reviews?

SL: The Children's Minister gives the review and the Campus Minister authorizes pay increases. It's unclear what parameters are used to get a pay increase.

WFW: The Children's Minister gives the review and the Campus Minister authorizes pay increases. The Director gets a raise when church staff does.

NRH: The Children's Minister gives the review and the Director submits a pay increase request.

Q: Budget Year?

SL: April 1 – March 31

WFW: April 1 – March 31

NRH: April 1 – March 31

SC: August 1 – July 31

Q: Database System?

SL: Jackrabbit

WFW: Jackrabbit

NRH: ProCare

SC: Pro-Care

Q: Required meetings?

SL: Children's Ministry meeting, weekly on Wednesday morning; staff meeting on the first Monday of every month

WFW: Children's Ministry meeting, weekly on Wednesday morning; all staff meeting at NRH, monthly, don't go, as it's on a Tuesday

NRH: weekly with Kids Ministry, Next Gen staff, all staff worship/devo

SC: weekly ministry staff meetings, Director goes as able

Q: Maintenance?

SL: uses TDI as needed; Director handles until repair is made

WFW: uses TDI as needed; Director handles until repair is made

NRH: uses TDI as needed; Director handles until repair is made

SC: Michael Cox and outside sources as needed

Q: Janitorial?

- SL: Janitorial service is performed each Tuesday and Thursday after school by an outside agency; the same agency is used for all campuses.
- WFW: Janitorial service is performed each Tuesday and Thursday after school by an outside agency.
- NRH: Janitorial service is performed each Monday and Wednesday after school by an outside agency.
- SC: Janitorial service is performed by Jose Flores and a crew (4 total) at Skillman all school days, Monday through Friday.

Q: Big purchases?

- SL: Big purchases are made by the preschool, usually around March once the budget has been reviewed for any possible excess to use (Budget year, April 1 – March 31).
- WFW: Big purchases are made by the preschool, usually around March once the budget has been reassessed for extra money to spend (Budget year, April 1 – March 31).
- NRH: Big purchases are made by the preschool, usually around March once budget has been reassessed for extra money to spend (Budget year, April 1 – March 31).
- SC: Big purchases are made as needed.

Q: Rent/Utilities?

- SL: Nothing is charged by the church; excess funds at end of the budget year go to the individual church.
- WFW: Nothing is charged by the church; excess funds at the end of the budget year go to the individual church.
- NRH: Nothing is charged by the church; excess funds at the end of the budget year go to the individual church.
- SC: A monthly building usage fee is paid, September through May and ½ fee in August.

Q: What information is needed by the Hills?

- Budget/Revenue/Expenses/Monthly financials
- Deposit Reports – pulled from databases
- Personnel info – Director hires, The Hills Human Resources handles paper processing
- Credit Card expenses – monthly summary
- CDC provides all requested information to Skillman

Q: Church Reach out to families?

SL: all families invited to all church activities

WFW: all families invited to all church activities

NRH: all families invited to all church activities

SC: all families invited to all church activities

Questions	Southlake	West Fort Worth	N. Richland Hills	Skillman
Preschool Name	PATH, Preschool at The Hills (all locations add their campus name)			
Church Days of Operation?	Closed on Friday	Closed on Friday	Open on Friday	Open Sunday through Friday
How Long Has Preschool been in operation?	Since 1944 <i>Not licensed by state</i>	Two years <i>Not licensed by state</i>	35 years, <i>Not licensed by state</i>	28 years, <i>licensed by the state</i>
Number of Students?	160, new building to handle 160, moving to new location in summer	In the 80s; maximum at 116, in a new building	120, growing increase to 160	301; for 2022-23 school year, 315
School Daily Schedule?	Tuesday & Thursday, 9:00 – 2:00	Tuesday & Thursday, 9:00 – 2:00	Monday & Wednesday, 9:00 – 2:00	Monday through Thursday, 9:00 – 2:00; Friday, 9:00 – 12:00
School Calendar?	Handled by Campus Preschool Director (CPD), loosely follows area schools	Handled by CPD, loosely follows area schools	Handled by CPD, loosely follows area schools	Handled by Director and loosely follows the DISD
School Term?	From Tuesday after Labor Day through the 2 nd week of May	From Tuesday after Labor Day through Mid-May	From Tuesday after Labor Day through 2 nd week of May	Tuesday after Labor Day through 3 rd week of May
Student Ages?	12 months through 5 years and for staff, 0-12 months	2 months (for staff kids and open to the public if there's space) through Pre-K	Newborn to Pre-K	18 months to Pre-K
How is tuition determined?	Handled by CPD	Handled by CPD	Handled by CPD	Handled by Director
How is registration determined?	Supply fee (per semester) and monthly tuition (sibling discount)	Supply fee (per semester) and monthly tuition (sibling discount)	Supply fee (per semester) plus monthly tuition (sibling discount)	Supply fee (per school year) plus monthly tuition (sibling discount)
Curriculum?	Chooses its own; Learning Without Tears (LWT) and seasonal	Chooses its own; Does not use LWT	Chooses its own; Paid specialist to create age-level curriculum	Learning Without Tears

Specials?	2 teachers, specific to chapel; chapel is daily and incorporates music; no specific music class; teachers float later; Armor of God; (chapel curriculum); Spanish is in circle time; no technology due to time constraints	Chapel one day with specific teacher and Music the other; no Spanish or technology	Chapel and music	Chapel, music, Spanish (for ages 3 years and older), technology (for Pre-K only), all specials are weekly for 30 minutes
School Activities?	All campuses have interactive days and determine special events			
Summer Program?	No	July, Tuesday and Thursday	No	Through Church and CDC is invited
Number of Personnel?	40, no men	18, no men	30, no men	45, one male floater
Personnel Requirements/Training?	Background checks repeated every two years; high school diploma at minimum; CPR free through Southlake Fire Department; vaccines/ masks are not required	Background checks, repeated every two years; high school diploma at minimum; CPR	Background checks, repeated every two years; high school diploma at minimum	State background checks (<i>CDC is state licensed</i>), repeated every two years; fingerprinting; Skillman Church background check; Ministry Safe (Skillman Church requirement); high school diploma at minimum; CPR; 24-30 hours of in-service training annually for all staff; lesson plans and class schedules on file; COVID immunizations

Teacher Appreciation?	Handled by CPD; teacher luncheon once monthly and other monthly activities	Handled by CPD; small gifts during the year; dinner for staff at Christmas; Spring brunch	Handled by CPD personally; potlucks	Handled by Director; catered lunches (six to seven yearly); Christmas/Year End bonus; parent/teacher conference bonus; staff gifts during school year
Who Does Director Report to Daily?	Kid Minister is immediate boss, then Campus Minister	Kid Minister is immediate boss, then Campus Minister	Kid Minister is immediate boss, then Campus Minister	Minister and Elders as needed
Hiring/Firing?	Handled by CPD	Handled by CPD	Handled by CPD	Handled by Director
Setting Staff Hourly Pay Rate?	Handled by CPD; staff paid alternating Fridays; a timeclock was installed at the time of the merge; time and payroll calculated through payroll system, Paycom; CPD reviews and approves hours each pay period;	Paid bi-weekly; time and payroll calculated through payroll system, Paycom. Staff clocks in and CPD reviews and approves hours each pay period.	Staff is paid bi-weekly. Time and payroll are calculated through the payroll system, Paycom. Staff clocks in and CPD reviews and approves hours each pay period.	Administration tracks employee hours and submits time directly to a payroll system.
Staff Raises?	Based on length of service; every summer, pay increase form is turned in to get a raise in the system as indicated by CPD	No raises yet; depends on registration	No specific raises currently; dependent upon registration.	Annually
Monthly Financials?	CPD has school credit card and submits check requests as needed to finance office; monthly credit card statement is coded by CPD for appropriate expense	CPD has school credit card and submits check requests as needed to finance office; monthly credit card statement is coded by CPD for appropriate expense	CPD has school credit card and submits check requests as needed to finance office; monthly credit card statement is coded by CPD for appropriate expense	Director and two others have a school credit card and submits check requests as needed to finance office; monthly credit card statement is received and reviewed by the Director

Admin – Salaried/ Benefits/Raises Director Only or Any Others?	CPD is a full-time, salaried employee with benefits; paid alternating Fridays on a year-round basis; works 75% for school and 25% for church	CPD is a full-time, salaried employee with benefits; paid year-round; works 50% for school and 50% for church	CPD is a full-time, salaried employee with benefits; paid year-round; works 50% for school and 50% for church; separate 501(c)(3) organization	Director is considered ministry staff and is a full-time, salaried employee with benefits; three additional administrative employees who are salaried, full time and eligible for benefits
Staff Reviews:	Handled by CPD, staff self-evaluation and director/teacher conference	Handled by CPD, staff self-evaluation and director/teacher conference	Handled by CPD, staff self-evaluation and director/teacher conference	Handled by the Director, staff self-evaluation and director/teacher conference
Director Reviews?	Children’s Minister gives review and Campus Minister authorizes pay increases; not clear what parameters are used to get pay increase	Children’s Minister gives review and Campus Minister authorizes pay increases; gets raise when church staff does	Children’s Minister gives review and CPD submits a pay increase request	
Budget Year?	April 1 – March 31	April 1 – March 31	April 1 – March 31	August 1 – July 31
Database System?	Jackrabbit	Jackrabbit	ProCare	ProCare
Required Meetings?	Children’s Ministry meeting, weekly on Wednesday morning; staff meeting on the first Monday each month	Children’s Ministry meeting, weekly on Wednesday morning; all staff meeting at NRH, monthly, don’t go, as it’s on a Tuesday	Weekly with Kids Ministry, Next Gen staff and all staff worship/ devo	Weekly ministry staff meetings; Director goes as able
Maintenance?	Uses TDI as needed; CPD handles until repair is made	Uses TDI as needed; CPD handles until repair is made	Uses TDI as needed; CPD handles until repair is made	Michael Cox and outside sources as needed
Janitorial?	Tuesday and Thursday after school, outside agency (same agency for all campuses)	Tuesday and Thursday after school, outside agency	Monday and Wednesday after school, outside agency	Jose Flores and a crew of 4 all school days

Big Purchases?	Purchased by the preschool, usually around March once the budget has been reviewed	Purchased by the preschool, usually around March once budget has been reassessed	Purchased by the preschool, usually around March once budget has been reassessed	Made as needed
Rent/Utilities?	Nothing is charged by the church; excess funds at end of budget year go to individual church	Nothing is charged by the church; excess funds at end of budget year go to individual church	Nothing is charged by the church; excess funds at end of budget year go to individual church	Monthly building usage fee is paid, September through May and ½ fee in August
What information is needed by the Hills?	Budget Information – salaries/planned expenses Personnel Information – director hires, Hills HR handles paper processing Monthly Financial Reports Turned In Family/Student Information on Jackrabbit			CDC provides all requested information to Skillman
Church Reach Out to Families?	All families invited to all church activities	All families invited to all church activities	All families invited to all church activities	All families invited to all church activities

Questions Posed to David Meyer

These questions were posed to David Meyer during a meeting with Farrai Smith and Ruth Ann Prude on Friday, March 4:

1. Does each Hills preschool develop and manage their specific budget and then the church reviews and approves the budget, *or* does the church set the budget for preschool?

The Hills: Each Hills preschool is in charge of its specific school budget, and it's reviewed by The Hills.

CDC: The CDC creates/plans its annual budget, and it is then reviewed by the Skillman Elders.

2. Do preschools receive monthly financials, such as General Ledger/Operating Expenses to check and review?

The Hills: Yes, each school at The Hills receives this information.

CDC: The CDC receives monthly financials.

3. Time clock versus Administration submitting hours to payroll service. Are time clocks mandatory?

The Hills: All Hills' preschools use a time clock for determining staff payroll hours.

CDC: The CDC will continue to calculate hours per pay period and submit to payroll company. This is the CDC's preference.

4. Salaries – preschool staff. Do Directors have the freedom to plan, budget and give increases to their staff annually? Staff Bonuses? Extra pay during the school year for staff?

The Hills: Staff salary increases are determined by individual Hills preschool Directors and this is part of their annual planned budget.

CDC: The CDC determines staff hourly salary, bonuses and any extra pay. This is part of CDC's annual planned budget as well as teacher appreciation expenditures. CDC staff receive annual raises.

5. Salaries – preschool administrators. Are Directors' salaries increased annually? If so, what is the criteria? Are Directors looked at separately from church staff?

The Hills: The Hills' administrators are reviewed annually. Preschool Directors are reviewed by the campus Kid's Minister and pay increases are determined after that. Pay increases are not always annual.

CDC: The CDC administrative salaries are reviewed annually. The CDC sets all pay increases annually based on planned revenue increases. Salary increases are then approved by Elders. This is part of planned budgeting that occurs in January/February once registration is concluded.

6. Retained earnings?

The Hills: All Hills preschools return any retained earnings at the end of their budget year, March 31, to their respective churches.

CDC: The CDC retains any excess earnings at the end of its budget year, July 31, and they are maintained for CDC use. With a Hills merger, there would be a collective conversation in the future regarding these earnings.

7. Church work by directors – Skillman is a five-day program, which is the weekly work schedule for its directors. Would Skillman directors be exempt from Sunday church duties?

The Hills: All Hills preschool directors work two days for their preschool and the remainder of the week for their churches.

CDC: The CDC directors work five days at school and would be exempt from specific church work/responsibilities.

8. Building usage fee?

The Hills: No Hills preschool pays a building usage fee to their respective churches.

CDC: The CDC pays a monthly building usage fee, September through May and ½ month in August. This helps pay for building usage, utilities, covers partial salaries for janitorial and maintenance staff. CDC prefers to continue paying a monthly building usage fee and keep any retained earnings at the end of CDC's budget year.

9. Janitorial Services? Skillman wants to maintain on-sight staff.

The Hills: All Hills campuses use the same janitorial staff which comes in after each school day.

CDC: Skillman has four individuals on the janitorial staff that are on-site every school day. CDC wants to maintain their current staff at this schedule.

10. Maintenance?

The Hills: All Hills campuses use TDI on an “as needed” basis.

CDC: Skillman prefers to maintain their current staff, Michael Cox, and pay for others if and when they are needed.

In our conversation with David Meyer, I requested that no change in CDC's current procedures for the next school year, 2022-23. David was agreeable and understands that the CDC is much bigger than The Hills' preschools and has a different set of needs. Yet, all this will be reviewed by May 2023, with potential for changes at that time.

QUESTIONS REFERRED TO SKILLMAN ADVISORY COMMITTEE

(as of March 3, 2022)

1. Is The Hills Church a church of Christ?

The Hills “is church of Christ”. The NRH campus’ sign notes that it is Church of Christ. Much of the ministry staff and all the senior leadership staff was educated at institutions well known to the Skillman members to be church of Christ centric.

- Where do the Skillman and The Hills vary in their separate practices?
- The most obvious area difference in practices is the focus of The Hills in instrumental music. The Hills speaks more boldly and more often of the Holy Spirit than typical of Skillman. Other areas or practices on organization of the congregational leadership may or may not constitute a separate practice.
- Does The Hills believe in female elders? – Discussed in Q&A of Feb 06.

The Hills does not have female elders.

- Is the Hills a Cult?

This committee does not find The Hills to be a cult. Using the attributes of a cult as having: a misplaced or excessive admiration for a particular person or thing or attraction or attachment to a leader (being a living human) leaders’ obsession mania, passion, idolization, admiration, devotion, worship of, veneration of, or reverence for an action cause of such leader or to such leader, this committee can report no evidence of The Hills being a cult. As most churches of Christ not employing instrumental music in worship service, some may think of The Hills as a sect.

- i. Too connected as being Rick Atchley’s church?

As Rick Atchley has no role within the church outside of being the senior preaching minister and one of seven members of the executive committee, The Hills does not appear to be a preacher centric church. Of course, most congregant appreciate and likely agree with most sermons delivered, this committee did witness admiration for Rick but did not note any excessive attachment that The Hills members or leadership are attached to him

- ii. Does Rick Atchley have final say?

As senior preaching minister, Rick Atchley has a significant voice in and sway of the executive committee. Rick's position can be thought of analogous to the president of the United States when addressing his cabinet. There is no doubt he has the major voice on practices of the congregation, but he must maintain the backing of the other six members of the executive committee.

- iii. The Hills states that members should welcome and treat with respect all who may experience same-sex attraction or confess sexual immoral acts. . . . Is this statement all that the church stands for inclusiveness?

The Hills as stated and recognizes the churches of Christ have historically been vexed with not holding to the pure teachings of Christ in past areas of inclusiveness not only with same-sex attraction but also in race, cultural practices, and in relationships with other religions, and Christian denominations. The Hills has committed itself to reaching out to others regardless of backgrounds, ethnicity or race. It has undertaken a concerted effort to find and include a more diverse ministry staff and undertakes to plant and support more churches in a wider range of ethnic and racial centric populations.

- Why hasn't The Hills included a statement of acceptance of all races and recognized the legacy prejudices of the churches of Christ?

Answer included in c. above.

2. What can be expected to change during the worship service?

The most obvious change during the worship service will be the inclusion instrumental music. Those that cannot with conscience participate in the singing service in other than in a cappella manner, will be allowed to have an a cappella service outside of the main auditorium or at a different time. Taking the Lord's Supper each Sunday and the preaching of the word will not be affected other than most sermons will be delivered as a video presentation.

- i. Will Skillman have its own "praise-team"?

Singing worship is affective when members are in attendance and singing. This part of the service cannot be other than "live". There will be leaders of singing and live music at the Skillman congregation.

- ii. Does The Hills have the needed talent in reserve to begin?

The Hills does understand the Skillman campus will need the musical talent of other Hills members from other campuses. The Hills Worship Ministers will ensure that the Skillman campus has outstanding musically talented individuals at each Skillman worship service.

- iii. How does a Skillman member apply or try-out?

All Skillman campus individuals (in all areas of talent including musical) are asked, encouraged, and welcomed to serve God with such talents and skills. There is and will continue to be a constant call for those who love the Lord to use such talents and all members at all campus are asked to contact the proper minister to ensure no talents are overlooked or wasted.

- How often with there be a physically present minister delivering the sermon?

Preaching ministers get better by preaching. Preaching ministers will be physically at the Skillman campus approximately once each month.

- Will there be bible classes for all ages or just meetings of life groups?

Bible classes for children will be held each Sunday during the last half of the normal worship service. Other classes are often held either before or after the worship service at all campuses. These other classes (as well as many other classes throughout the week) are not typically denoted by ages. These classes are held by need, desire, ministry focused efforts, or common areas of study.

- What other regular meetings are typically held?

- i. Small Groups

- ii. Wednesday night

- iii. Others Quilting, Ladies Book Club, Food Ministries

The Hills allows and supports any group of Christians to hold meetings, classes, and discussions at any normal times when such efforts will support, encourage, or teach a Christian centric life. Wednesday night's meetings are held for those that are middle school and high school aged. Should there be a Dallas campus such as at Skillman, any Hills member who would wish to have any such

class, etc. will receive encouragement and access to needed existing facilities.

- At what point will (former) Skillman members be able to volunteer and start participating in any of the ministries?

- i. Will the first Sunday service as a Hills campus have anything extra – presentations of the Hills ministries, sign-up tables, etc.?

There is no need to wait until the first Sunday service as a Hills campus for any member to sign-up. After the merger is approved by the Skillman members, all will be encouraged to meet with the Hills' ministers, leaders, etc. to discuss your talents, abilities, service desires and where your heart leads you to participate.

- ii. List of community groups or small groups?

These are currently available on The Hills website or by contacting any of The Hills staff. As a new Dallas campus of The Hills church is started and grows, the list of efforts that are Dallas focused will grow.

- iii. Do we participate in on day one or will all come later?

From day one all members of The Hills are encouraged to give of their talents and skills to grow the Kingdom of God. The Hills will begin distributing such needed information of existing ministries whenever the Skillman Congregation has determined to become a Dallas campus site of The Hills church. Any question of whether such a ministry already is available or the steps to go through to start any new effort should likely be addressed to the most likely Hills staff or minister that would have some efforts in the same area.

- Will there be an option to sing a cappella?

Those that cannot, with conscience, participate in the singing service in another than a cappella manner, will be allowed to have an a cappella service outside of the main auditorium or at a different time than the singing service just before the normal sermon presentations.

3. What is expected to happen to the Skillman facilities?

- Main Auditorium – discussed in Q&A of Feb 06

- i. Will the Georgian Architecture be preserved (cost)?

The Hills is impressed with the Skillman facilities and that such facilities mimic those at the NRH campus, i.e., kitchen, classes, gymnasium, chapel, auditorium, prayer areas, etc. The Georgian outside appearance can be expected to be maintained while some of the interiors may need to be changed. The Skillman auditorium is in need of repair and will be changed to accommodate the instrumental type of service. Although sound, building, and architectural engineers have not yet been engaged to determine the needed changes, these are expected to be considerable. With such disclaimer, the ballpark cost of changes to the auditorium can be expected to be over \$1,500,000.

- Other Facilities
 - i. Rentals – Weddings / Book Club / Other “Religious and Non-Religious Group / Lifeline Chaplaincy
 - ii. Kitchen use rental and/or non-rental

The use of other areas and the rental which Skillman currently allows of such areas will not likely change as such is in compliance with Dallas and Dallas County, laws, rules, regulations, and codes.

- Will the Skillman facilities be remodeled, maintained, and refurbished?

All parts of the Skillman Avenue building will be maintained and remodeled or refurbished as necessary or needed.

4. What will happen to the Skillman Staff? – discussion in Q&A of Feb 06.

All existing staff will be interviewed and either offered employment or a nine-month severance package.

- Covered COBRA to be included in any nine-month severance offered?

These areas will conform with existing law and may be upgraded as discussed when the next steps of a merger are taken.

- What Staff and duties will be located primarily at Skillman?

- i. Minister / CDC / Receptionist / Facility Maintenance
- ii. Which of the following functions for the Skillman facility will primarily be performed by staff or personnel at other Hills’ campuses?

- Worship Planning & Coordination with Worship Leaders
- Preaching
- Youth Ministry
- Greeting of Visitors and Follow-up
- Senior Care
- Audio & Visual Systems and Technology
- Social Media, Communications, & Outreach

Staff duties and locations may change, but all Hills campuses have some full or part-time staff in each of these areas. The Hills outreach to Dallas is being undertaken with the desire to grow the Kingdom of God. The Dallas efforts will need full and part-time staff to be adequately staffed and supported to grow and therefore the number of staff located primarily at the Dallas campus will grow to include Campus Minister, Worship Minister, Student Minister, Kids Minister, and Connections Minister. The Hills does not maintain a Senior Care directed minister at any of its existing campuses. The campus minister at each campus is focused in ensuring efforts to address the needs of any and all members without regard to of age. However, if there is a need for a senior focused effort at the Dallas (Skillman Avenue) campus this need will be evaluated and staffed as necessary.

- What positions will be transferred to the Hills NRH?

Audio & Visual systems are an area in which the Hills has in place of experts, consultants, and staff that employed as a center-based services. However, there must be such trained and knowledgeable persons at each campus during each service.

- Which staff positions are campus specific and which positions are over all campuses?

Staff positions such as maintenance, campus Life ministers, etc. are best located at the specific campus. Staffing must be such that the campus is always open and available to maintain out-reach and community efforts. However, The Hills has found that there are several areas that can be easily staffed with and performed by knowledgeable, educated, or trained people – regardless of location. Finance, audio-visual, website maintenance, telephone answering, event planning, etc. are areas which benefit from better staffing regardless of location.

- Does the retain or severance approach apply to all staff: CDC, maintenance, telephone answering, etc.?

The retain or severance approach applies to all full or part-time staff.

5. Can a list The Hills of staff positions and description of duties be provided?

- Body of Life, VIP Director, etc. titles are not clear as to duties.
- Difference between Coordinator, Director, and Minister?

The answer to this question is very long and is covered by the section of the main report dedicated to this area.

6. What is The Hills Elder selection process?

- How long before qualified persons from Skillman can be “nominated”?

It would likely be approximately 2 years before an existing person from the Skillman congregation would be nominated to serve as a pastoring elder.

- Does The Hills intend to place some of its existing Elders at the Skillman campus? Addressed during Q&A of Feb 06

The Hills will indeed place some of its existing Elders at the Skillman campus during the initial merger process.

- Do the Elders at each campus control the campus or have any separate autonomy?

i. Do the campus Elders nominate further the campus elders?

ii. Will campus Elders basically attend the campus?

iii. What autonomy does each campus of The Hills church maintain from the other campuses?

Each campus has pastoring elders that are primarily ensure that the member’s spiritual needs at each campus are being met and as an elder must know the flock would attend the campus in which the elder is charged. There is no autonomy as each campus is a part of The Hills church. The elders from all of the campus meet twice a year and participate in an elders’ conference with the executive committee elders.

- Does The Hills have any women elders? Answered during Feb 06 Q&A

The Hills does not have any women elders.

- Does the Hills have women deacons?

The Hills church does not have deacons. Outside of being elders or the senior preaching minister (currently Rick Atchley) women are in all other roles of being ministers, directors and coordinators.

Questions 4,5, and 6 go to the heart of, “what is the church organization and management of a multi-campus church?”.

The Hills has over 50 Elders, and there are no specific limits set as to the number or elders. Nominations put forth to a Nominating Committee, are reviewed by the committee and interviews conducted with those who have been nominated.

As one can imagine, disfunction would result if every discission to be made required 50 people to understand the problems, concerns, opportunities, or benefits resulting from the decision -- and then come to a majority agreement. Therefore, the Elders come together and elect a Board of Governing Elders. This Board is comprised of five to seven Governing Elders. Elders not serving on the Governing Board serve as Shepherding Elders at the specific campus they attend.

Shepherding Elders at each campus have two meetings each month. One meeting is focused on praying for and addressing concerns with the members who attend such campus. The other monthly meeting is focused on meeting with the Campus’ staff to address the administrative functions and needs of the campus facilities. All Elders also meet twice each year (Elders’ Conference). At one meeting, the Elders nominate and elect the Board Elders and the President of the Elder Board (Curtis Groves). At the other meeting, the Elders elect Lead Shepherding Elders being a Chair Shepherding Elder (located at the NRH campus) and Lead Shepherding Elders for each campus. The Elders at the Elders’ Conference also appoint the members to the Nominating Committee.

The Governing Elders serve as members on The Hills OC; this OC is very analogous to a non-profit’s Board. In addition to the OC’s Governing Elders, it also includes the Senior Minister (Rick Atchley) and the Executive Minister (David Meyer). The OC approves the budgets, significant expenditures, contracts, and accepts or rejects recommendations of the staff of the church. Further each year the OC votes to extend or terminate the services of the Senior Minister and/or the Executive Minister.

All Elders are asked to serve at least three years and may be renominated for multiple terms to continue to serve. The Governing Elders are appointed to the OC and are also asked to serve for a three-year term. Governing Elders may be renominated, but they may not serve more than six consecutive years.

The Executive Minister chairs the Executive Team (“ET”). In addition to the Executive Minister the ET is comprised of the Campus Ministers from each campus, the Youth Ministers, The Next Gen Director, Creative Arts Director, and the Kingdom Expansion Director. The staff and/or Ministers at each campus make its requests and recommendations to the ET which in turn after evaluation will then present requests, needs, or recommendations to the OC. I would note here that Rick Atchley has no responsibilities within the ET.

This is very different from the way most churches of Christ have operated – that being that the Senior Minister is a de facto CEO of the church. The Hills approaches the management and operation on a more professional management philosophy. It maintains a system of funding, reporting, procedures, and purchasing, etc. The Hills hires more professionals (either as staff, or as consultants) than any smaller organization could duplicate.

As an example of the more professional management style of The Hills, The Hills: 1) maintains an approved vendors list (currently over 140 vendors) and qualifies such vendors as having the necessary insurance, backgrounds, bonding, etc.; 2) undertakes a formal request of proposals and bid comparison of the proposals for major expenditures; and 3) undertakes a review of any and all contracts for such major expenditures and or agreements of services to be rendered on an extended basis. Nobody or company is excluded from being an approved contractor because they are not involved with a member of The Hills, but no vendor is approved or given extra consideration due to its relationship with any member of The Hills.

7. What was the growth rate of the WFW and SL campuses after they became a part of The Hills?
 - Was there an immediate bump in attendance?
 - How many of the previous members left these campuses to attend other congregations?
 - What has been the ups and downs?
 - What change of attendance occurred at The Hills NRH immediately after each new campus was merged?

- What has been the number of baptisms at each campus during the last 1,2 and 3 years?
- What is the current age demographic breakdown of the members at each Hills campus?

The situation of each (WFW and SL) was different.

With WFW the congregation was disbanding, and The Hills was approached to take the building and land and the commitments to the remaining financed obligations. Of the 80 plus or minus members at the congregation before disbanding, 40 (50%) joined with 150 (plus or minus) Hills members having services at a near-by movie theater. The Hills undertook to build new facilities at the former church site and moved the joined membership to the improved site approximately 2 years later. When re-opened the WFW campus had over 500 in attendance which has now grown to be approximately 900 in attendance each Sunday.

With the SL campus the congregation had reached the point that the building payments could not be maintained. The Hills agreed to take assignment of the payment obligations. Services are still held at the SL building with the membership growing from approximately 150 to over 700 in 6 years. A new building is in construction and soon open. The existing building has a contract in place to be sold and closed within the next few weeks.

In each case there were no downs in attendance, at any of the campuses, until the Covid-19 pandemic. At all three campuses, attendance is down approximately 25% from that experienced pre-pandemic.

The age breakdown at the WFW campus is the older of the Hills campus with the youngest average age attending at the NRH campus. The Hills averaged over 200 baptisms a year pre-pandemic, which dropped during the pandemic and has recently been averaging approximately 15 per month.

8. Will name plates of rooms be removed or the Skillman heritage be preserved in any manner?

There is no plan to change or remove name plates at the Skillman Avenue located building. Changes room functions and uses will be evaluated and made as the membership grows or the membership dynamics changes. Therefore, if the actual function of the room changes the name of the room may need to be changed to represent the function of the room.

This is the 70th anniversary of Skillman worshipping in this space. In the future, there will be some celebrations of this excellent heritage including the possibility of a

new cornerstone highlighting 70 years on Skillman Avenue. The building construction was begun in 1950 and completed in 1952.

9. Will the Skillman Overseas missions be continued? -- discussed in Q&A of Feb 06

The Hills has stated, and this committee expects, that the current missions will be fully funded during the remainder of this year. After further evaluation the current Skillman missions' efforts will either be absorbed as The Hills missions' efforts or the Hills support will slowly be declined over a 4 to 5 years' time span. Some of the current Skillman Overseas missions may receive increased funding and some funding may be ceased over an extended time.

10. Does The Hills main campus determine all missionary efforts? -- discussed on Feb 06

- Is there a set of Mission guidelines or procedures that Skillman should start working from to get consistent reports or plans prepared before any merger?
- Does the Missions Financial Coordinator or a committee make decisions about missionaries?
- Will Skillman's standing Missions Committee have any control or input to the process of transition?
- Will the current mission efforts receive any funding?

To provide some tangible assurance to Skillman, the CEO of NewLife Behavior International ("NLBI"), Mike Biggers, is a member of The Hills. Three of the current missionaries at Skillman use the NLBI curriculum, so it is anticipated that The Hills would have no desire to discontinue our relationship with those missionaries. By way of further example, The Hills has brought on two missionaries from their satellite campuses. One of those missionaries is still supported by The Hills, while the other has retired. Though the sample size with The Hills is limited, there has not yet been an instance of a missionary's relationship with the church being discontinued non-mutually.

As to whether the standing Skillman Missions Committee has any control or input to the process or transition: the amount of control, input, will be greatly determined by the participation of the current Skillman Committee individual members in meeting and participation with those of The Hills involved with the transition of these missions' efforts.

11. Will the Skillman Senior Programs be preserved and continue to be held at the Skillman Facility. (Lunches, Breakfast, Movies)?

If there is a need for a Senior Adult Minister, the matter would be under close consideration and evaluation. If the need for a Senior Adult Minister is determined, then next steps would be taken to satisfy that need. Once evaluated, the Hills has no intention of canceling activities or programs that are helpful and nourishing to the body, including Senior Adult Activities. Just as with all other programs, an assessment and evaluation will be given. The Hills has expressed that there is no intention of disruption or cancellation to any programs serving a need to anyone.

12. What changes are to be expected with the Skillman CDC program?

- Will the CDC program be continued?
- Will CDC be only for members of the Hills?

The CDC program is fully expected to continue. Indeed, this may be the area that The Hills benefits from the Skillman expertise. However, there will be changes in the funding of and financial accounting of the CDC program. The Hills program is not only for those whose parents or guardians are members of the Hills. However, the Hills' program does not have many children whose parents or guardians are not members of The Hills. Whereas Skillman's CDC has the opposite dynamics.

FINAL NOTES

The Committee would like to express its thanks to those at The Hills and at Skillman who have cooperated to make this report possible. The Hills' personnel and members were open, organized, and transparent to us in answering questions. The Hills' personnel made themselves available at each opportunity and their answers were consistent. The Skillman Elders facilitated this report and did not interfere in any way with its content.

Ben and Kristin Barkley
David and Vickie Swindle
John and Donna Wilbanks
Raymond and Lindy Fullerton
Weldon and B.Z. Roberts
Frances Peck
Emily Young
Jill Shelby
Farrai Smith
David Meyer
Bruce Painter
Ray and Kathy Pinson
Rick and Donna Work
Phil Woodward
Kyle and Tammie Cotton
Jeremy Glover
Chris Hatchet
Jon Mullican
Taylor Walling
Craig Gray
David Williams
Shane Calvin
Jake Jacobson
Dulcinea Lambert
Sharon Nichols
Erin Nix
Tamara Pope

May God richly bless this report and the recipients of its information so that the kingdom may be enhanced. It was our humble honor "to evaluate the potential of joining The Hills from the perspective of being faithful stewards of the resources God has provided Skillman to fulfill its mission of making disciples."

Cecilia Morgan • Gordon Green • David Parkin
Ruth Ann Prude • Ken Teague • Shalene Valentine

APPENDIX A - BYLAWS OF THE SKILLMAN
CHURCH
(in relevant part)

As the Bylaws related to Members:

ARTICLE 2 – MEMBERS

2.01. The Corporation will have one class of members.

Admitting Members

2.02. Natural persons shall be admitted to membership in the Corporation by the Elders (Board of Directors) upon such person's oral or written confession of faith in Jesus Christ and such person's baptism by immersion.

2.06. In any dispute between members relating to the Corporation's activities, all parties involved will cooperate in good faith to resolve the dispute. If the parties cannot resolve a dispute among themselves, they will submit the same to the Elders (Board of Directors), provided, however, the Elders (Board of Directors) may delegate powers to a regular or ad hoc committee consisting of not less than three members of the Corporation to conduct a hearing, make recommendations to the Board, or take action on the Board's behalf. If the foregoing fails to resolve the dispute, the parties will cooperate to select one or more mediators to help resolve it. If no timely resolution of the dispute occurs through mediation, any party may demand binding arbitration as described in Texas Civil Practice and Remedies Code Section 171.001 or 171.021 only if the parties have met together with a mediator. This paragraph will not apply to a dispute involving the Corporation as a party relating to the sanctioning, suspending, or expelling a member from the Corporation. The Board has discretion to authorize using corporate funds for mediating or arbitrating a dispute described in this paragraph.

As the Bylaws relate to Committees:

ARTICLE 6 – COMMITTEES

Establishing Committees

6.01. The Elders (Board of Directors) may adopt a resolution establishing one or more committees delegating specified authority to a committee and appointing or removing members of a committee. If the Elders (Board of Directors) delegates any of its management authority to a committee, the majority of the committee will consist of Elders (Directors). The Board may establish qualifications for membership on a committee.

Establishing a committee or delegating authority to it will not relieve the Board, or any individual Elder (Director), of any responsibility imposed by these Bylaws or otherwise imposed by law.

No committee shall have any authority to:

- (a) Amend the articles of incorporation.
- (b) Adopt a plan of merger or of consolidation with another corporation.
- (c) Authorize the sale, lease, exchange, or mortgage of all or substantially all of the Corporation's property and assets.
- (d) Authorize voluntary dissolution of the Corporation.
- (e) Revoke proceedings for voluntary dissolution of the Corporation.
- (f) Adopt a plan for distributing the Corporation's assets.
- (g) Amend, alter, or repeal these Bylaws.
- (h) Elect, appoint, or remove an Elder (Director) or Trustee of the Corporation.
- (i) Approve any transaction to which the Corporation is a party and that involves a potential conflict of interest as defined in paragraph 7.04, below.

(j) Take any action outside the scope of authority delegated to it by the Board.

(k) Take final action on a matter requiring membership approval.

Authorization of Specific Committees

6.02. All committees shall be as designated from time to time by the Elders (Board of Directors). The Board will define the activities and scope of authority of each committee by resolution.

Term of Office

6.03. Each committee member will continue to serve on the committee until such member's successor is appointed. However, a committee member's term may terminate earlier if the committee is terminated, or if the member dies, ceases to qualify, resigns, or is removed as a member. A vacancy on a committee may be filled by an appointment made in the same manner as an original appointment. A person appointed to fill a vacancy on a committee will serve for the unexpired portion of the terminated committee member's term.

Chair and Vice-Chair

6.04. One member of each committee will be designated as the committee chair, and another member of each committee will be designated as the vice-chair. The chair and vice-chair will be elected by the committee members. The chair will call and preside at all meetings of the committee. When the chair is absent, cannot act, or refuses to act, the vice-chair will perform the chair's duties. When a vice-chair acts for the chair, the vice-chair has all the powers of--and is subject to all the restrictions on--the chair.

Notice of Meetings

6.05. Written, printed notice, or verbal notice of a committee meeting will be delivered to each member of a committee not less than one (1) nor more than thirty (30) days before the date of the meeting. The notice will state the place, day, and time of the meeting, and the purpose or purposes for which it is called. Delivery of such notice shall be accomplished in accordance with §11.01 of these Bylaws.

Quorum

6.06. One-half of the number of committee members constitutes a quorum for transacting business at any meeting of the committee. The committee members present at a duly called or held meeting at which a quorum is present may continue to transact business even if enough committee members leave the meeting so that less than a quorum remains. However, no action may be approved without the vote of at least a majority of the number of committee members required for a quorum. If a quorum is never present at any time during a meeting, the chair may adjourn and reconvene the meeting once without further notice.

Actions of Committees

6.07. Committees will try to take action by consensus. However, if a consensus is not available, the vote of a majority of committee members present and voting at a meeting at which a quorum is present is enough to constitute the act of the committee unless the act of a greater number is required by statute or by some other provision of these Bylaws. A committee member who is present at a meeting and abstains from a vote is considered to be present and voting for the purpose of determining the act of the committee.

Proxies

6.08. A committee member may not vote by proxy.

Compensation

6.09. Committee members may not receive salaries for their services. The Elders (Board of Directors) may adopt a resolution providing for paying committee members a fixed sum and expenses of attendance, if any, for attending each meeting of the committee. A committee member may serve the Corporation in any other capacity and receive compensation for those services. Any compensation that the Corporation pays to a committee member will be reasonable and commensurate with the services performed.

Rules

6.10. Each committee may adopt its own rules, consistent with these Bylaws or with other rules that may be adopted by the Elders (Board of Directors).

As the Bylaws relate to Proxies:

Proxies

3.08. A member entitled to vote at a meeting of members of the Corporation may not vote by proxy.

Voting by Mail

3.09. The Board may authorize members to vote by mail on the election of Elders (Directors) or on any other matter on which the members may vote.

As the Bylaws relate to Dissolution:

Dissolution

14.08. This Corporation may be dissolved by a two-thirds (2/3) vote of the members in attendance and eligible to vote at a duly called annual or special meeting of the members, upon thirty (30) days prior notice of the meeting. The notice shall be given pursuant to §11.01 of these Bylaws and state that the question of dissolution is to be submitted for a vote. In the event of the dissolution or final liquidation of the Corporation, after all liabilities and obligations of the Corporation have been paid, satisfied, and discharged, or adequate provision made therefore, all remaining property and assets of the Corporation shall be distributed, conveyed, assigned, or transferred to another corporation entitled to exemption from Federal income tax under Internal Revenue Code §501(c)(3).

APPENDIX B – MINUTES

Skillman Advisory Committee
Committee Meeting
January 30, 2022

Present: Cecilia Morgan (chair), Gordon Green (vice chair), Ken Teague, Ruth Ann Prude, David Parkin, and Shalene Valentine

I. Opening Prayer

II. Initial Meeting

- a. The three (3) Elders met with the advisory committee for the first 15 minutes to provide summary of the committee's role and objective with the merger discernment process with The Hills.
- b. A numbered draft of a letter was provided to the committee by the Elders which was prepared by members of the congregation which sought to place certain obligations and duties upon the advisory committee.
- c. It was agreed that this letter is not to be binding upon the Elders or the advisory committee, especially considering some members of the committee had never seen the letter.
- d. Craig Gray will be the point of contact from the Elders for the committee.
- e. Charge to the Committee
 - i. Charge detailed on sheet provided to committee.
 - ii. "Evaluate the potential of joining the Hills from the perspective of being faithful stewards of the resources God has provided Skillman to fulfill His mission of making disciples."
 - iii. Elder expectations are that the advisory committee would be fact finding, not making any decisions.
 - iv. Communications with the congregation shall consist of listening and taking questions but not answering.
- f. Pursuant to the bylaws, the Elders will indemnify the advisory committee as it carries out its charge for factfinding.

III. Formation of Committee

- a. Along with Cecilia Morgan serving as chair of the advisory committee, the committee voted and agreed to appoint Gordon Green as vice chair of the committee and as designated note-taker for the committee's minutes.
- b. Delegation of Topics:
 - i. Cecilia Morgan – governance
 - ii. Gordon Green – missions and finance
 - iii. David Parkin – finance and facilities
 - iv. Ruth Ann Prude – CDC
 - v. Ken Teague – worship and elder ministries
 - vi. Shalene Valentine – children's ministries and staff
- c. Gordon and David may reach out to David Alexander for assistance with finance questions.

IV. February 6th Q&A

- a. Representatives from The Hills will be at Skillman for Q&A session with the congregation at 9am.
- b. The advisory committee will be introduced to the congregation at that time.

V. Other Notes

- a. Ruth Ann provided that, based on discussions with David Meyer, rumors of CDC closing are without merit.
- b. There are plans for the NexGen ministers from The Hills, Jill Shelby and Emily Young, to visit the CDC.
- c. The committee recently learned that the SL campus appointed its own elders.

The advisory committee agreed, waiving 30-day notice, that the next committee meetings would take place on February 6th and 2

Exhibit “A”

Charge to the committee

Evaluate the potential of joining the Hills from the perspective of being faithful stewards of the resources God has provided Skillman to fulfill His mission of making disciples.

Committee Membership

Cecilia Morgan, Chair

Gordon Green

David Parkin

Ruth Ann Prude

Ken Teague

Shalene Valentine

Elder expectations

- Fact Finding – Not Decision Making
- Areas of Focus – Collaborative, don’t duplicate
 - Finance
 - Missions
 - CDC
 - Facilities
 - Staffing
 - Governance
- Communications
 - Ask
 - Listen
 - Don’t speak – Web page is communications central
- Submission of Findings
 - Preliminary report to elders
 - Final report to congregation
- Timeline – Mid March or earlier; as long as it takes

Skillman Advisory Committee
Zoom Meeting
February 6, 2022

Present: Cecilia Morgan, Ken Teague, Ruth Ann Prude, David Parkin and Shalene Valentine

Opening Prayer

A Zoom meeting was convened with David Swindle (former member and Deacon at Skillman). David was very active in the Skillman congregation as was his wife, Vickie Swindle, who was active in Grace Café, Vacation Bible School and the Covenant Book Club.

David explained his relationship to Chapel Creek Church, not officially a Church of Christ but one with a Church of Christ heritage. When he joined the church along with his brother, Mac Ed Swindle (Mac Ed was one of the founders of the Chapel Creek congregation), there were approximately 150 members with 30 to 40 people attending weekly at a building they had built about twelve years ago on nine acres of land fronting IH 30. At about the same time, The Hills WFW campus was established by The Hills Church in a rental property in West Fort Worth, close to the Chapel Creek building. Approximately six years ago, Mack Ed Swindle approached them offering the nine acres and building to The Hills Church, if the Chapel Creek group could join the WFW campus of The Hills. The Hills WFW campus was able to build on the nine-acre site, incorporating the existing building and Chapel Creek Church was added to The Hills group of churches and became The Hills WFW (“The Hills West”).

David and Vickie have much regard and love for the Skillman congregation and know many of the current members well. David described his experience in worshiping at the west campus of The Hills as “it is more charismatic, and he feels a tangible presence of God”. At Skillman, he believed that he knew the Bible and at The Hills, there is the addition of the tangible presence of God; there is a different feel at The Hills. Rick Atchley, as Senior Minister of The Hills, is a serious introvert but an amazing speaker. David identified Taylor Walling also as an excellent speaker.

David reports as follows:

- Rick Atchley preaches that the Gospel trumps traditions; for example, moving from an a cappella service to an instrumental and worship team service.
- Rick Atchley preaches what he hears from the Holy Spirit during his 40 hours of sermon preparation each week.
- Some of the musicians are professionals who are paid; however, some of the musicians donate their time.
- The vocal team members are volunteers.

- There are no Bible classes except for older adults and children. The children participate in the main service until after Communion and then go to age-appropriate services for first through fifth grade. Babies, toddlers and young children have age-appropriate classrooms, nurseries and teachers available during the entire service.
- Each campus picks their own music.
- There is one eldership for all campuses.
- There are multiple new church plants sponsored by The Hills with the aid of professional church planters.
- There are community groups overseen by the Connections Minister.
- Each campus has their own campus Minister and staff onsite according to the needs of the campus.
- It is not an elder-driven governance model but a team approach between the OC (Oversight Committee), the ET (Executive Team), the elders, the staff and the congregation.
- Three years into the conversion, The Hills West now has thirteen elder couples.
- At the new baby reception this month, 32 babies were introduced to the congregation.
- When Chapel Creek came to the rental site of the West Form Worth campus, attendance was about 300-400 per Sunday, that attendance growing to 500-600 until the new building was completed on the Chapel Creek site. In the first three weeks in the new building, attendance was over 1200, decreasing to approximately 1000 for about 8 weeks until COVID safety measures prevented the meetings at the church site. Post-COVID, attendance is about 900, a mixture of pre-COVID members and new members.
- The Women's Minister coordinates many specific gatherings and multiple dinners for women.
- David is a member of the OC which meets once a month, and the full Eldership (51 male members) meets twice a year.
- The OC monitors the daily business of the church as executed by the staff. The OC has approval authority of the business as laid out in the bylaws. The full Eldership has the final word on important items and on financial items over a prescribed limit.
- Non-OC Elders are shepherding Elders; we pray, visit, teach and shepherd.

David was most helpful in describing The Hills West and answering various questions posed by the Advisory Committee.

Note: After our Zoom meeting with David, I met with David and Vickie Swindle at The Hills West for the 9:00 and 10:45 services. David opined that there is a difference between the culture of Tarrant County and Dallas. He described it as “east versus west”. Tarrant County is more western- focused and Dallas is more eastern and sophisticated. He acknowledged that there would be differences between the cultures at a Dallas campus versus a west Fort Worth campus. He truly believes that Skillman would be gaining rather than losing in a combination with The Hills. Vickie opined that there was an adjustment period for her from the Skillman a cappella service to the worship team and instrumental service. She also believes that Skillman would gain more in the combination.

Skillman Advisory Committee
Committee Meeting
February 15, 2022

Present: Cecilia Morgan (chair), Gordon Green (vice chair), Ken Teague, Ruth Ann Prude, David Parkin, and Shalene Valentine

- I. Opening Prayer
- II. Observations from Tuesday Evening Service
 - a. The committee estimates there were 350 people in attendance for the service.
 - i. Approx. 40 of those were members of The Hills who were volunteering for the event.
 - ii. Approx. 70-80 Skillman members were in attendance.
 - iii. The remainder were either visitors from other area Churches of Christ or people that were not apparently affiliated with a local church.
 - b. The sound from the Hills band that performed was not optimal in the Skillman auditorium.
 - i. This is due to the auditorium being constructed for the acoustics of acapella singing.
 - ii. In the event of a partnership with The Hills, it is anticipated that work would be done to make the auditorium more conducive to the use of instrumentation.
 - iii. Otherwise, the committee believes the volunteers from The Hills represented themselves very well and engaged those who entered the auditorium.
 - iv. All agreed Rich Atchley's sermon was edifying and engaging.
- III. Updates from Fact-Finding
 - a. Ruth Ann Prude provided updates on her communications with the pre-school ministry at The Hills.
 - b. Ruth Ann believes there are many shared values between the preschool program at The Hills and the Child Development Center.

- c. One question that Ruth Ann had which she will look into further is whether there is a specific minister overseeing the preschool ministry or if the preschool program is “silo’ed” with its own oversight team.
- d. Visit to SL Campus
 - i. There is a 9am service which includes acapella worship.
 - ii. There are also Bible classes in between the 9am and more contemporary service.
 - iii. Based on communications with The Hills, there would be consideration for an acapella service to be held at Skillman if Skillman partnered with The Hills.
 - iv. Another item that will be considered for Skillman is the inclusion of an elder minister on site at the Skillman campus.

IV. Closing Notes

- a. There are many at The Hills who have made it known to the members of the advisory committee that they are in prayer for us over this process.
- b. It was briefly discussed whether the committee is aware of other offers of merger being made to Skillman or on behalf of Skillman, and all members confirmed that the only offer they are aware of is from The Hills.
- c. Next meeting for the advisory committee is February 27th from 4-6pm.
- d. All committee members will have their initial drafts of their sections of the report prepared by this meeting.

Skillman Advisory Committee
Committee Meeting
February 27, 2022

Present: Cecilia Morgan (chair), Gordon Green (vice chair), Ken Teague, Ruth Ann Prude, David Parkin, and Shalene Valentine

- I. Meeting with Elders moved to March 7th
- II. Review of Questions to Elders
 - a. In response to one of the questions in the Q&A, the Elders made the error of stating that we will be performing “due diligence” in our investigation.
 - b. Cecilia has stated to the Elders that this needs to be taken out.
- III. Availability for March 7th Meeting with Elders
 - a. Show the Elders a rough draft in Word and ask them if they have any other questions.
 - b. The Elders have asked us how we want to present the Advisory Report.
 - c. Our thoughts are that we present the Advisory Report in paper form to the congregation, followed by a Q&A with the congregation.
- IV. Presentation of Report
 - a. The committee has agreed that we would like to present the Advisory Report to the congregation on the morning of March 27th.
 - b. We would like to continue to use John Mullican as a moderator for this presentation.
 - c. The committee agrees that we will provide short answers to each question listed on the Question List we received from the congregation.
- V. Deadline for Members’ Sections. Each member shall have their Word version ready for review by Wednesday.
- VI. Discussions about Our Investigation
 - a. Monthly payment vs. retained earnings for CDC
 - b. Discussion needs to be had with David Meyer regarding how CDC handles payment to the church, which is different from other campuses.

- c. As to the question of availability of staff or assistance at the CDC, the general answer from The Hills is that where there is a need, an adjustment will be made.
- d. David Parkin will go to the church at WFW next week to check the facilities.
- e. Pre-School Directors work partly for the pre-school and partly for the church. Ruth Ann will examine whether this can be adjusted due to the needs of the CDC.
- f. David discussed his finances report.
 - i He has seen some audit figures which show the financial health of The Hills.
 - ii There is no long-term debt, and the church brings in more contributions than it spent in 2020-2021.
- g. For Shalene's report, she provides visual charts for the staff breakdown and the ministry breakdowns at each campus.
 - i She investigated what services are provided for senior services.
 - ii 1 group for single, young adult.
 - iii 13 multi-generational (married and single) groups for ages 20-50
 - iv 6 senior age groups
 - v There are classes and groups for senior groups to meet, outside of the main service on Sunday morning.
 - vi Body-Life Minister is the person to speak with regarding elder services; for example, hospital/hospice services.

VII. Other Notes

- a. Cecilia was very complimentary of the greeting services at the WFW.
- b. There are going to be 40 church plants this year. One of the church plants was in San Luis Obispo, which was started during COVID with a little over 100 people and has grown to 400 people.
- c. Each pre-school at The Hills runs itself and is not directly run by the NexGen Minister, Jill Shelby.
- d. Cecilia will have a discussion with John Wilbanks about the differences in elder selection between The Hills and Skillman.
- e. The Advisory Committee will have a quick meeting via Zoom at 4pm on March 4th to see if there are any other issues

Skillman Advisory Committee
Committee Meeting
March 6, 2022

Present: Cecilia Morgan (chair), Gordon Green (vice chair), Ken Teague, Ruth Ann Prude, David Parkin, and Shalene Valentine

- I. Meeting with Elders on March 7th to take place at 7pm.
 - a. Some members will attend in person, while others would attend via Zoom.
 - b. Questions the committee wish to ask of the Elders is when the report can be published; how it will be published; and whether the advisory committee may present the report to the congregation.
- II. Advisory Report
 - a. The committee is about 80% complete with the Advisory Report and has provided its draft to the Elders.
 - b. The Elders' response to the report has been positive.
 - c. The committee will consider making itself available for listening to members of the congregation's concerns, but it is agreed that a Q&A session with the congregation after the advisory report is published should be sufficient.

Skillman Advisory Committee
Meeting with Elders
March 7, 2022

Present: Cecilia Morgan (chair), Gordon Green (vice chair), Ken Teague, Ruth Ann Prude, David Parkin, and Shalene Valentine

Elders Present: David Williams, Craig Gray, and Shane Calvin

Ministry Present: Jake Jacobson

I. Intro

- a. The Elders thought that the report was very thorough and was masterly done.
- b. They felt the preface accurately expressed the task given to the committee and that we have met the charge given to us by the Elders.
- c. They believed that the questions for the Elders in abeyance do not need to be included in the report.
- d. The committee emphasized that there are still some revisions to be made to the report. For example, some more specifics will be included in the governance section, such as, who is on the executive committee.

II. Main Three Questions from the Committee to the Elders

- a. How many copies of the report?
 - i. Cecilia and Ruth Ann suggest 100 copies
 - ii. Jake suggests 60 copies
 - iii. We would include a note in the hard copy of the report that the financial information is confidential and should not be disclosed.
- b. When do you want us to distribute the report?
 - i. Do we want to put this online?
 - ii. We do not want to include confidential financial information on an online format.
 - iii. All parties agree that the following Sunday would be the day to make the report available for pickup and online. (Sunday the 20th)

- c. Do you want us to present the financial reports confidentially to the congregation?
 - i. We would do a Q&A session on the 27th.
 - ii. The committee desires to have Jon Mullican to facilitate the Q&A.
 - iii. The committee desires for the time to be from 9:30 to 10:15.

III. Financials

- a. David Parkin asked whether we should not include financial information from The Hills in the report.
- b. David Parkin will discuss with David Meyer from The Hills about what we can and cannot disclose before 3pm tomorrow, because the Elders will meet with David Meyer at 3pm.
- c. Shane can generate a summary report of the financials of Skillman that we could use for the purposes of the report, which can mirror the format of the information provided from The Hills.
- d. The committee would prefer to include this 2-page report in the written report and not include it in the online report.
- e. The committee voted 6-0 to shorten the Skillman financial report to a 2-page summary by Shane/Dulcinea.

IV. Other Notes

- a. The committee is looking for an update to the FAQ for the Elders to answer the questions directed to them, but we are not adding any questions to the list.
- b. As for the membership list that the advisory committee attached to the report, we used the membership list from the Elder nomination.
- c. Jake will update that list, since there have been a few changes since the Elder nomination.
- d. We would look to have the vote on the merger with The Hills on the first Sunday of May.
- e. The Elders will need to determine how the vote will be taken.
- f. Jake proposed offering a bus ride for members to attend a service at either the WFW or the NRH campus during April.

APPENDIX C – FREQUENTLY ASKED QUESTIONS

(as of March 4, 2022, to be updated)

FAQs Skillman Church of Christ Exploring God’s Mission

*This document will be updated as Skillman Church of Christ moves through the discovery and discernment process of whether to join The Hills. FAQs are divided into two areas. Questions concerning the process can be found in **Exploration Process**. Questions about what will happen at Skillman can be found in the **What Happens To?** section.*

- **Exploratory Process** – Last updated March 2
- **What Happens To?** – Last updated March 2
- **Member Questions** – Last updated March 2

Exploration Process

Q: Why is Skillman Church of Christ exploring the possibility of joining with another church?

A: There are a number of factors that have led to this point in our church history. Attendance and participation in our church’s life has been on the decline for a number of years.

In 2017, the church had two young ministers on staff, John Mark Davidson and Jake Jacobson, whom the elders believed were capable of drawing and leading a revival of young adults and families. For a period, under their leadership, the church did gain members and some momentum with this group. Participation in weekly classes and life groups was on the rise. Then the pandemic struck in March 2020, and that momentum was lost.

In the summer of 2021, John Mark announced he was resigning to lead a local non-profit. As numbers began declining again, church elders began looking for other avenues to regain traction with our mission to go, preach the gospel, and make disciples. One of the avenues the elders discussed was to join with another church, especially since many churches were, and still are, suffering from post-pandemic membership trends.

In November 2021, church leadership surveyed the membership about whether a merger with another church was an idea to be considered. The survey results were that 86% of the membership either wanted to pursue a merger with another congregation, wanted more information about a merger, or were undecided on whether to join with another church. The elders, after a period of prayer and discernment, elected to move forward with exploring this possibility.

Q: How did the elders decide to explore the possibility of joining with The Hills?

A: The elders believe that this opportunity has come through God’s planning and God’s timing. Several church elders have relationships with members of The Hills who are in leadership positions. Informal discussion of The Hills vision and emphasis on discipleship, missions, community service, and family development occurred over a period of time. The elders also became aware of The Campus Church, a group of Christians currently meeting in a Dallas school auditorium. This group had a relationship with The Hills. When Skillman elders contacted The Hills, their leadership was extremely interested, as they had a vision that included expansion of their church with two campuses over the next five years, focusing on Dallas County. The leaders of both churches met in early January 2022 to further learn about each other’s visions and goals.

The elders discerned that similar emphasis on missions and child development could help refocus Skillman's efforts on making new disciples in Dallas County.

At the same time, the elders also contacted The Campus Church, a group of Christians currently meeting in a Dallas school auditorium and invited them to consider joining with Skillman. Many members of that church have been visiting Skillman in recent weeks as we have heard messages from The Hills about their mission and vision for growing disciples.

Q: Have the Skillman elders already decided to join with The Hills?

A: No! The elders believe in exploring the possibility of joining with The Hills because of similar emphases within both churches. However, a vote taken at the Skillman church will ultimately decide this question. Additionally, The Hills also must decide if their vision of a Dallas location is in north Dallas, Plano or another area of Dallas.

Explanatory Note added March 2

Q: Have The Hills decided to join with Skillman Church of Christ?

A. No. Like us, The Hills is prayerfully and prudently considering whether they can fulfill their God-given vision to expand in Dallas County by joining with Skillman Church of Christ. The exploratory process is that is occurring at Skillman is simultaneously occurring at The Hills.

Note: At the Feb. 6 Q and A forum, David Meyer stated: If you guys are “yes,” we are a “yes.” My concern—we believe that what God can do, we can do better together, and we will be able to go, I’d like to use the terms ‘further’ and ‘faster’, together.

Q: If both church's leadership teams decide to proceed, who will decide whether to join with The Hills?

A. The Skillman Elders are convening a stand-alone advisory committee to further explore joining with The Hills. This committee's mission is *to evaluate whether joining The Hills presents the best opportunity for Skillman Church of Christ to be faithful stewards of the resources God has provided to us to fulfill His mission of making disciples.*

The independent advisory committee will convene February 2022 and hopefully complete their exploration by mid-March. During this phase, the elders will publish regular communications, so the Skillman membership can be informed of the process, including key dates. There are many moving pieces, and much information needs to be gathered, along with much prayer and discernment, to make a fully informed decision.

The Advisory Committee will present their findings to the church mid- to late March, and the elders will make a recommendation. Should the recommendation be to move forward in joining with The Hills, the elders will notify the membership of the date, time and location of a vote, after which a vote will be taken at the Skillman church to decide whether Skillman Church of Christ joins with The Hills.

The Hills will follow their own process to decide whether to move forward with a union.

Corrected March 2

Q: Will a vote be taken at Skillman Church of Christ on whether to join The Hills?

A: Yes. However, the elders want to ensure three things before a vote is held:

1. The Advisory Committee has plenty of time to perform their due diligence **mission** and submit their findings to the church.
2. The membership has answers to their questions and appropriate family discussion has taken place.
3. The membership and elders have a clear vision of God's will for Skillman.

The elders will provide at least 30 days' notice of any voting date, time and location, but as of Jan. 25, the general timeline for this is expected to be in April 2022 (subject to change).

Q: How will I learn of new information during this process?

A: Members have several ways to keep informed:

1. For important updates, the elders will make announcements during the service, followed by an email to the Skillman membership.

*If you are currently a member who is not receiving emails from Skillman and wish to be on the Skillman email list, please contact the church office at 214-823-2179.

2. Important dates will be published in Skillman's weekly email, the Skillman Messenger.

3. Periodic announcements will be made at service as a reminder of important dates.

4. Members can access a Web page that has information and other resources to educate themselves about this process and about The Hills. Updates will be published with the most current date, so members will see new updates and be able to review them.

5. The elders will host a Q and A forum at the chapel Feb. 6, 2022, at 9 a.m.

6. Members can email elders@skillmanchurch.org to ask specific questions about this process or ask for updates.

Corrected Feb. 5

Q. Why did the elders suspend the affirmation process of June Martin and Ken Teague?

A. Skillman Church of Christ considered the role of women in church leadership positions in 2021. As part of that consideration, the elders invited Dr. Mike Armour, Dr. Carson Reed, and Dr. John Mark Hicks, to present Biblical positions and texts to the congregants that explored various viewpoints on women in church leadership positions, and specifically eldership positions. As elders, we prayerfully sought God's guidance on this question, as in our long history, we had not considered women in these roles.

During the elder nomination process, which began in October 2021, the nominating committee received nominations that did include women. After we vetted nominees, we announced to the membership in November 2021 that two candidates had emerged for consideration: June Martin and Ken Teague.

After the announcement, elders received many written concerns and some objections, which led us to postpone an affirmation process until we could prayerfully seek guidance. At around the same time, the elders had conversation with The Hills leadership on how God was leading them to consider joining with a church in Dallas.

We unanimously felt that this was God's timing and *might* be His plan; therefore, we suspended the affirmation process in order to explore joining with The Hills and to discern if this truly is God's will.

Should the membership choose not to go forward with joining The Hills, the elders are strongly committed to resuming the affirmation process of these two candidates. According to our bylaws, this will include responding to written objections.

Q: Why are we considering joining a nondenominational church rather than a Church of Christ?

A: The Hills promotes itself as being nondenominational to non-churched audiences, so as not to be a stumbling block to the saving message of Jesus Christ. Through research, The Hills learned that this was sometimes the case when "Church of Christ" was added to their name. To some, that signified that The Hills was not a diverse church. Therefore, The Hills leadership agreed that they did not want a name to turn away any that might have "ears to hear." In fact, The Hills is incorporated as a Church of Christ, and their Statement of Faith aligns with Skillman's Statement of Faith.

Last updated March 2

What Happens To?

Q: If Skillman joins The Hills, what happens to our facilities?

A: The elders believe the facilities belong to God, and that He has given us stewardship over them. The Hills have a similar belief—all the resources they have belong to God and God alone. The question is whether Skillman can better steward our resources singly or in union with The Hills. This is an area that needs further exploration by the Advisory Committee.

Explanation added March 2

Q What happens to the Skillman staff?

A. At this time, nothing has been determined definitively concerning the staff. Most likely, our staff members will have the opportunity to apply for positions with The Hills. Should any of our staff members choose not to continue, they will be compensated generously for their efforts in working with the Skillman Church of Christ. The Hills will offer to work with any of these individuals on placement in a new role at a new location should this be necessary. Additionally, the elders have asked the Advisory Committee to explore this further.

The Hills leadership and Skillman Church of Christ elders have discussed staff needs extensively.

As The Hills said at the Feb. 6 Q and A forum, The Hills considers staff to be the most valuable resource of all in God's Kingdom. Skillman elders also consider staff to be of vital importance in God's Kingdom. If Skillman joins with The Hills, The Hills will initiate a discovery process with Skillman staff to understand staff members' desires, interests, and gifts. If, during the discovery process, any staff member decides that he or she would prefer to work elsewhere in the Kingdom, The Hills will work with that staff member to ensure he or she is placed to maximize his or her impact on God's mission, leveraging the width and breadth of The Hills work relationships. During that time, staff members can expect not only spiritual and career guidance but also a generous severance package.

Q: What happens to the Child Development Center (CDC)?

A: Because of the commonality of vision for child development and Christian education for children, the CDC would continue to operate. The Advisory Committee will seek more detailed information about this.

Q: What happens to Skillman's missions' efforts?

A: Skillman Church of Christ has a long and committed effort to support international missions. Indeed, the missions and missionaries we currently support appear to meld with The Hills 5- year vision. We expect, and The Hills has agreed, that these missionaries and mission efforts will be wholeheartedly supported, remaining intact after a union, should one occur.

Additionally, Skillman would take on The Hills missions' efforts, so the Skillman Church of Christ would instantly adopt a much larger missions' effort!

Explanation added March 2

Q: What happens to Skillman’s Sunday church services?

A: Should Skillman join with The Hills, Skillman will experience services differently. One change will be the addition of instrumental music worship. Skillman has experienced instrumental music worship in the recent past, and that would be re-introduced.

Another change would be the use of video technology for the sermon. Many Sundays throughout the year, the preacher will be seen via video from one of the other campuses. However, Rick Atchley, the Senior Teaching Minister at The Hills, did commit to be physically present at the Dallas campus of The Hills, especially at the beginning of the process. While the sermon time will be seen on video many Sundays, the rest of the service will be held live and in person, including worship, communion, welcome/announcements, baptisms, and blessings.

The Hills participates in communion every week, and this would remain an integral part of worship services at this location.

*Skillman Church of Christ elders have confirmed with The Hills that, should Skillman join with The Hills, The Hills would introduce an instrumental worship service **in addition to keeping** an a cappella worship service. What may differ is the time of the a cappella worship service.*

Q: What happens to Skillman’s name?

A: If we join with The Hills, most likely the name will change. The elders recognize that the heritage and history of Skillman can never be changed, nor should it be erased. The Hills leadership would honor the heritage of Skillman. The Skillman Church of Christ has delivered God’s saving Word and will continue to do so, whatever she is called. However, this is an area that the Advisory Committee and the elders will further explore.

Q: What happens to monetary endowments, such as the Moeller Fund, specifically given to Skillman Church of Christ?

A: Both churches are debt-free, and both enjoy generous financial contribution from their respective memberships. If both churches determine to move forward in joining, the monetary resources would likely be combined. However, the Advisory Committee will be looking at this closely to determine how a union would impact finances.

Last updated March 2

Member Questions

More in-depth information is addressed by clicking below:

Elder's Announcement, Feb. 13, 2022

Explanatory Note added March 2

Q: I'm getting emails from a committee calling itself "Save Skillman Church of Christ Committee." Did the elders appoint this committee? Who is this?

A: No, the elders did not appoint this committee, nor did the church provide any email list to this committee.

Q: I was unable to attend the Feb. 6 Q and A forum. Is there a way I can get information about what was discussed?

A: Yes! We have a recording of the forum that is available to any member for viewing. Please call the church office at 214-823-2179 to schedule a time convenient for you. *Note: Members are welcome to view the recording in private with no staff member present.*

Q: What will "church life" look like as The Hills vs Skillman? For example, what will be different on a Sunday morning (other than instruments)? Will there be Bible classes for all ages?

A: This question was asked during the Feb. 6 forum, and David Meyer answered it in more detail. The following is a summary of his answer.

In addition to the re-introduction of instrumental music, another change, and the most visible, will be that Rick Atchley, senior preaching minister at The Hills, will deliver the main message via video. To facilitate that, a large video screen would be installed at Skillman.

Skillman would retain a campus minister and staff who would be present during worship times. All other parts of the service will occur with this staff, live at Skillman, including baptisms, communion, and prayer.

As for Bible classes, The Hills emphasizes small groups. Some of these meet Sunday mornings during traditional Bible study time, but some meet on a day and time convenient to the members of the group. The Hills offers traditional Sunday school classes for children and that would continue at the Skillman campus.

Q: Regarding finances, will the Skillman contribution or tithes remain with Skillman or be allotted by the Hills Church Main campus?

A: This question was asked in the Feb. 6 forum, and David Meyer answered it in more detail. The following is a summary of his answer.

All contributions and tithes are collected in one large “pot.” The Hills Oversight Committee (OC) then distributes funds according to each campus’ needs. In some instances, this approach presents a cost savings. For example, in purchasing items needed at all campuses, such as light bulbs, buying in bulk will decrease overall costs for those line items. Otherwise, each campus has a budget that is generous to ensure that campus needs are covered.

Q: Is there one group of elders overseeing all Hills campuses, or eldership specific to each campus? If there is one overarching group, are there representatives from all campuses?

A: This question was asked at the Feb. 6 forum, and David Meyer answered it in more detail. The following is a summary of his answer.

The Hills has a 9-member Oversight Committee (OC) that oversees all campuses. Currently, there are representatives from all three physical campuses represented on the OC. Each physical campus does have elders that represent the needs of each campus and who provide leadership and guidance for that campus within the 51-member eldership at The Hills.

Q: At what point will a new campus be able to participate in, or have representation in, the eldership?

A: This question was asked at the Feb. 6 forum, and David Meyer answered it in more detail. The following is a summary of his answer.

The Hills has said they would “seed” a new campus with both elders and new members who would help to facilitate the transition into joining with The Hills. In the future, the eldership at this campus would be selected based on leadership qualities. There would be opportunity for current Skillman members to be considered for eldership roles at that time.

Q: Are there currently any female elders in The Hills?

A: This question was asked at the Feb. 6 Q and A and answered by David Meyer. Following is a summary of his answer.

Currently, The Hills does not have female elders; however, The Hills has made a concerted effort in the last several years to ensure that women have leadership roles at all campuses. The Hills values women and has huge respect for the work

accomplished by women in the church. Mr. Meyer specifically recognized Ruth Ann Prude and the amazing work she has done with the Child Development Center as an example of leadership by women at Skillman that would be incorporated into The Hills campus in Dallas. Currently, The Hills has women in leadership positions who teach, lead prayer, and help facilitate communion.

APPENDIX D – WILLS

(In relevant part)

Moeller Will

FIFTH: I give and devise all of the rest, residue and remainder of my estate, of whatsoever kind or character or and wheresoever situate, to the SKILLMAN AVENUE CHURCH OF CHRIST, 3014 Skillman, Dallas, Texas 75206-6199, to be apportioned and used by said Skillman Avenue Church of Christ as follows: One-half for the purpose of assisting its work in caring for the elderly and the remaining one-half for its missionary work.

Sue Herzog Johnson

I give, devise and bequeath my entire estate as follows: . . . thirty percent (30%) to the Skillman Church of Christ for youth activities.

APPENDIX E – MEMBERSHIP LIST

Rosie Alcazar
David Alexander
Diane Alexander
Peggy Alexander
Louise Anderson
Paula Anderson
Blaine Armstrong
Susie Armstrong

Bill Banister
Jo Ann Banister
Sandy Bell
Daniel Blucker
Meg Bordelon
Sara Boucher
Joel Bozarth
Clare Bradfield
Mary Buenrostro
Barry Burgess
Ruth Burton

Agustin Calderon
Cheryl Calvin
Shane Calvin
Shirley Campbell
Cathy Carlson
Lucy Clark
Wendy Clisham
Amanda Cox
Michael Cox
Sandy Cox
Debbie Crabb
Tom Crabb
Billie Faye Curtis
Harold Curtis
Billy Davidson
John Mark Davidson
Josh Davidson
Tara Davidson
Ann Davis
Fred Dillard
Diane Dishman
George Dishman
Dave Dobson

Trevor Dobson
Dennis Domstead
Leah Domstead
Debbi Duckworth
Doug Duckworth

Liz Eaton

Christi Garcia
Michael Garcia*
Tim Garcia
Myra Gibson
Troy Gibson
Mary Gitucha
Ben Gonzalez
Chelsea Gonzalez
Eddie Grafton
Lou Ann Grafton
Barbara Gray
Craig Gray
Brooke Green
Gordon Green
David Griffin
Lorna Griffin

Dan Hardgrave
Julie Hardgrave
Diane Hardy
Alice Henry
Ken Henry
Linda Henry
Martha Hensley
Brandon Hepburn
Bill Hogan
Mary Hogan
Danny Horan
Martha Horan
Glenda Houser
Dan Houser
Mary Lou Hutson

Sidney Jacobs
Jake Jacobson
Rebekah Jacobson
Marietta Janak
Reba Johnson

Russell Johnson
Alice Jones
Jim Jones
Phil Jones

Jo Ann Knipp
Martha Koger

Donna Lake
Dulcinea Lambert
Kale Lambert
Kim Leeson
Diane Lockman
Paul Lockman
Andy Lydick
Jill Lydick

Alan Martin
June Martin
Lisa Mason
Dallas May
Sarah May
Becky McAulay
Bennie McDaniel
Marilyn McElya
Lucile McNiel
Makenna Miller
Jamie Milner
George Milner III
Peter Mollenhauer
Cecilia Morgan
Alta Murray

Sharon Nicholl

Dee Dee Oliver

David Parkin
Laura Parkin
Debi Parrish
Philip Parrish
Frances Perkins
Teresa Pimsorn
Mark Prude
Ruth Ann Prude

Emma Rauscher*
Leslie Rauscher
Mark Rauscher
Dale Rettman
Robert Ricks
Don Ridgway
Linda Ridgway
Ardella Roberson
Rosemary Rogers

Destiny Sanders*
Nicole Sanders
Betty Setliff
Leslie Setliff
Katie Sewell
Jean Shuemaker
Nancy Smith
Reggie Smith
Seth Smith
Veronica Smith
Leo Stambaugh
Jeremy Stewart
Lila Stewart
Amy Stovall
Billie Stovall
Mike Stovall
Steve Stovall

Judy Teague
Ken Teague
Dave Thornton
Linda Thornton
Verba Tinsley

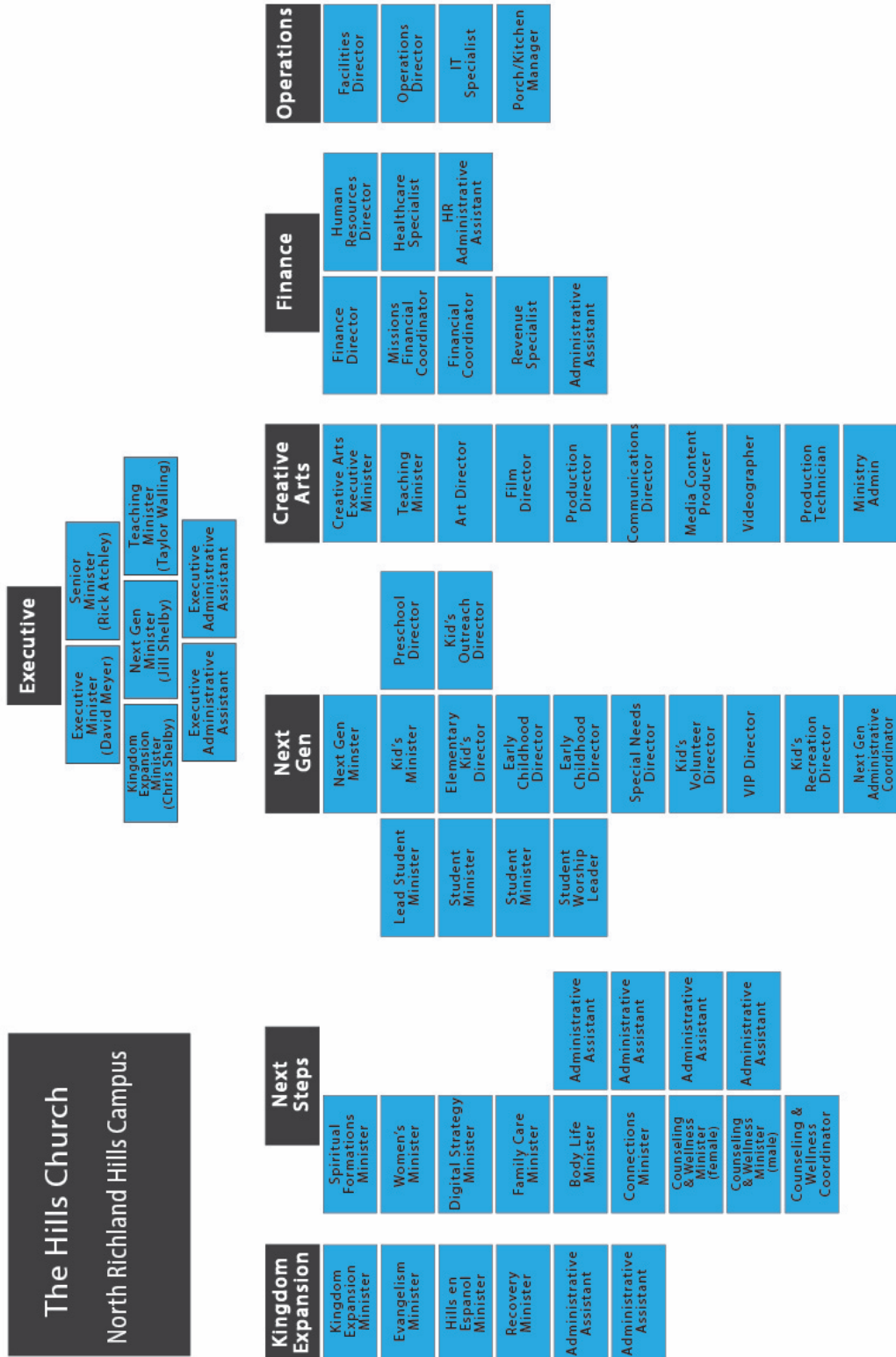
Chris Valentine, Jr.
Susie Valentine*
Shalene Valentine
Frank Vejar
Rhiannon Vejar
Sara Vejar
Cheryl Verch

Grant Wall
Kathy Wall
Terry Wallace
Bob Ward

Wanda Ward
Kerry Wells
Robin Wells
Debbie Williams
Don Williams
Ellen Williams
H. David Williams
Mollie Williams
Kathleen Williamson
Shirley Williamson
Patsy Woolery
Jim Wright
Vickie Wright

* Baptized child

APPENDIX G – ORGANIZATIONAL CHARTS



The Hills Church
Southlake and
West Fort Worth
Campuses

Southlake Campus

Executive

Executive Minister (David Meyer) | Senior Minister (Rick Atchley)

Campus Minister (Chris Hatchett)

Creative Arts
Worship Minister
Worship Minister

Next Steps
Connections Minister
Administrative Assistant
Administrative Assistant

Next Gen
Student Minister
Kid's Minister
Elementary Kid's Director
Early Childhood Director
Early Childhood Director
Special Needs Director

Creative Arts
Worship Minister

Next Gen
Kid's Minister
Early Childhood Director
Special Needs Director
Kid's Outreach Director
Resource Room Director

Preschool Director

West Fort Worth Campus

Executive

Executive Minister (David Meyer) | Senior Minister (Rick Atchley)

Campus Minister (Jeremy Glover)

Creative Arts
Worship Minister

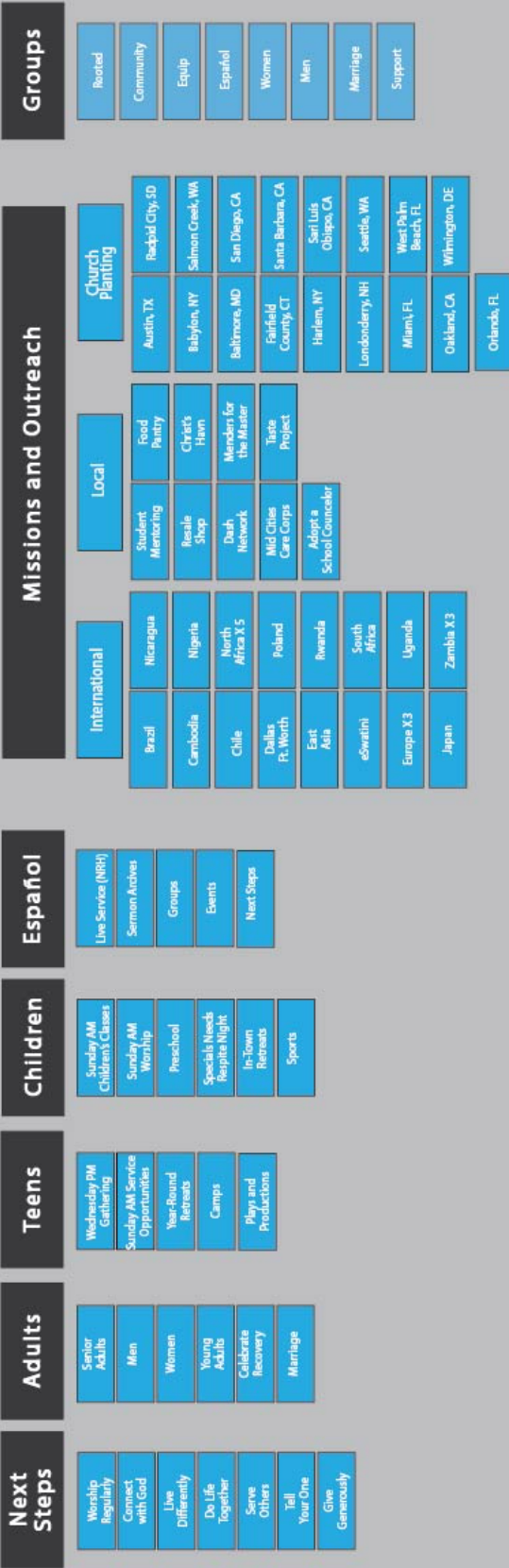
Next Steps
Connections Minister
Groups Minister
Administrative Assistant
Administrative Assistant

Next Gen
Student Minister
Kid's Minister
Special Needs Director
Curriculum & Resource Director

Preschool Director

The Hills Church

Ministry Areas, Discipleship and Spiritual Formation



APPENDIX H – PRAYERS

Each day since our appointment, the Advisory Committee has shared a morning prayer for guidance and discernment. These are our prayers.

February 1

Lord, surround us with courage, wisdom and discernment as we learn facts for our congregation.

February 2

We will be “quick to listen, slow to speak” and a vessel of YOUR peace. James 1:19

February 3

Proverbs 31:9 is our prayer of discernment today. “Speak up and judge fairly; protect the rights of the poor and needy.”

February 4

May your love abound more and more in real knowledge and full discernment. Philippians 1:9

February 5

If anyone lacks wisdom ask and HE gives generously and without reproach. Asking for a lot of wisdom today and tomorrow as we listen. Also, prayers especially today for Prude family. James 1:5

February 6

That by testing, you will discern what is the will of God that is good, acceptable and perfect. Today, let us listen to our folks and discern what questions they have that will help us all seek HIS will. Romans 12:2

February 7

Praying that each of us may have a discerning spirit and know what is from God. 1 Corinthians 2:14

February 8

“But the wisdom from above is first of all pure; it is also peace-loving, gentle at all times, and willing to yield to others; it is full of mercy and the fruit of good deeds; it shows no favoritism and is always sincere.” James 3:17

February 9

Jesus “ask, seek and knock . . .” Especially considering our conversations with David Swindle last night, let’s all ask that the Holy Spirit dwells in our hearts as we seek the information that our folks need and help them decide on which doors to knock for themselves. Matthew 7:7

February 10

“For the Lord grants wisdom; from His mouth come knowledge and understanding.” Proverbs 2:6 Please grant us understanding of what facts our members need.

February 11

“Be sober and alert. The devil is a roaring lion seeking whom he may devour.” 1 Peter 5:8 Let’s pray that the Holy Spirit is our guide today as we are promised. Bless us all.

February 12

Oh Lord, that You would bless us indeed, that You would increase our territory, that You would take us by the hand and protect us from the evil one, and that we would also do no harm. (The Jabez prayer)

February 13

The fruit of the SPIRIT are love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control. Galatians 5:22-23 We pray for these all today for our congregation as we try to worship together.

February 14

“Learn to do right; seek justice. Encourage the oppressed. Defend the cause of the fatherless; plead the case of the widow. Come let us reason together.” Isaiah 1:17-18

February 15

As we gather to worship tonight, this is our prayer: “But above all these things, put on love which is the bond of perfection and let the peace of God rule in your hearts, to which also you were called in one body. Be thankful. Let the word of Christ dwell in you richly in all wisdom, teaching, admonishing one another in psalms and hymns and spiritual songs, singing with grace in your hearts to the Lord. Whatever you do in word or deed, do all in the name of the Lord Jesus, giving thanks to God the father through him. Amen. Colossians 3:14-17

February 16

“To answer before listening – that is folly and shame.” Today let's pray especially for our leaders and eldership as they listen to the 15 signers of the Don letter. Proverbs 18:13

February 17

Jesus said “. . . do not worry about your life, what you will eat or drink; nor about your body, what you will wear. Is not life more than food, and the body more than clothing? . . . for your heavenly father knows that you need all these things. Seek first the Kingdom of God and his righteousness and all these things will be added to you.” Matthew 25, 32-33 We have a number of worrying anxious people and our prayer is that we can allay some of those fears with our answers to their questions and concerns.

February 18

“On the same day, when evening had come, he said to them ‘Let us cross over to the other side.’ Now when they had left the multitude, they took Him along in the boat as He was and other little boats were also with Him. A great windstorm arose, and the waves beat into the boat so that it was already filling. But He was in the stern, asleep on a pillow. I woke Him and said to Him “Teacher, do You not care that we are perishing?” Then He arose and rebuked the wind and said to the sea “Peace! Be still!” The wind ceased and there was a great calm and He said to them “Why are you so fearful? How is it that you have no faith?” Mark 4:35-40

February 19

“Study to show yourself approved to God, a workman need not be afraid when rightfully dividing the word of truth.” 2 Timothy 2:15

February 20

“For this reason, I kneel before the Father, from whom every family in Heaven and on Earth derives its name. I pray that out of His glorious riches He may strengthen you with power through His Spirit in your inner being, so that Christ may dwell in your hearts through faith.” Ephesians 3:14-21

February 21

“For though we walk in the flesh, we do not do war according to the flesh for the weapons of our warfare are not carnal but might and God for pulling down strongholds, casting down arguments and every high thing that exalts itself against the knowledge of God, bringing every thought into captivity to the obedience of Christ.” 2 Corinthians 10:3-5

February 22

Jesus said, “Blessed are the poor in spirit, for theirs is the kingdom of Heaven.” Matthew 5:3 Our prayer is for the many who are disheartened that only 70 people gathered on Sunday at our great facility, that they see options for Skillman’s future in the Kingdom of Heaven. Blessings on David today looking at facilities.

February 23

Jesus said “Blessed are those who mourn, for they will be comforted.” Matthew 5:4

February 24

Jesus said “Blessed are the meek, for they shall inherit the Earth.” Matthew 5:5

February 25

Jesus says “Blessed are those who hunger and thirst for righteousness, for they shall be filled”. Matthew 5:6 We pray that our congregation will be filled with sufficient information to make an informed decision.

February 26

Jesus says “Blessed are the merciful, for they shall obtain mercy.” Matthew 5:7 We pray for mercy as we do our search for information for our folks.

February 27

Jesus said “Blessed are the pure in heart, for they shall see God.” Matthew 5:8

February 28

Jesus said “Blessed are the peacemakers, for they shall be called sons of God.”
Matthew 5:9 Our prayer is that we will provide information for peace in decision-making for all our Skillman fellow Christians.

March 1

Jesus said “Blessed are those who are persecuted for righteousness sake, for theirs is the Kingdom of Heaven.” Matthew 5:10

March 2

Jesus said “Blessed are you when they revile and persecute you and say all kinds of evil against you falsely for my sake. Rejoice and be exceedingly glad for great is your reward in Heaven for so they persecuted the prophets who were before you.”
Matthew 5:11-12

March 3

Let me tell you why you are here. You are here to be salt seasoning that brings out the good flavors of this Earth. If you lose your saltiness, how will people taste godliness? If you lose your saltiness, it is then good for nothing but to be thrown out and trampled underfoot. Matthew 5:13

March 4

Jesus says “You are the light of the world. A city that is set on the hill cannot be hidden.” Matthew 5:14

March 5

Jesus says “You do not light a lamp and put it under a basket but on a light stand and give light to all who are in the house”. Luke 8:16