

CONGREGATION
& BOARD

POLICY MANUAL

September 26, 2016
(revised)

First Unitarian Church

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OVERVIEW

The *Policy Manual* is divided into eight chapters providing the framework for its organization. Individual policies are sections within a category. These categories are: Governance, Finance, Affiliations, Programs, Staff, Safety, Facilities, and Communications.

Each policy has an “owner” which is the entity or group that has the authority to make changes and create new policies. Policies are hierarchal in nature, as follows:

Congregation

This entity may make or change any Church policy. By-laws must be changed in accord with the by-laws themselves.

Board

The Board is subject to the policies made by the Congregation. The Board may change policies related to staff, teams, and committees, except Standing Committees. These policies establish lines of authority as well as roles and responsibilities for the Board, ministers, staff, and lay leaders. The Board is subject to the Congregational policies.

Standing Committees

These groups include the Board, Endowment, Leadership Succession, and Financial Review Committees. Standing Committees are governed by the Church by-laws.

Board Committees and Teams

These entities may create and change policies that help them carry out their work.

Staff

This group may change and create policies within their established areas of authority.

The Board has approved all eight chapters of the *Policy Manual* which are:

- [1.0 Governance](#) (approved August 2015) – Seven policies establish roles and responsibilities for the Board, ministers, staff, and lay leaders as well as lines of authority among them.
- [2.0 Finance](#) (approved December 2015) - Eleven policies establish the framework for managing the financial resources of the Church. The Congregation entrusts the financial management of its affairs to the Board, the Senior Minister, as Head of Staff, and the Endowment and Financial Review Committees. The approval of the annual operating budget, the purchase/ construction/ sale of property and incurrence of debt are reserved to the Congregation.

- **3.0 Affiliation and Participation** (approved March 2016) – Three policies establish categories of affiliation, tracking mechanisms and expectations of those who participate in Church activities or activities on Church property.
- **4.0 Programs** (approved June, 2016) – Eleven policies comprise the Program chapter. These include Board committees, program policy, and councils, membership Committee, Landscape Committee, green sanctuary, animals on campus, and selection of delegates and scholarship recipients.
- **5.0 Staff** – These policies include the Personnel Manual, Church as an employer, and the Personnel Committee.
- **6.0 Safety** (approved September, 2016) – These seven policies are intended to maintain a respectful and caring Congregation. These policies include: Disruptive Behavior; Threats, Violence, and Harassment; Policy on Persons Required to Register as Sex Offenders; Professional Misconduct; Privacy Policy; Healthy Community Committee.
- **7.0 Facilities** (approved March 2016) – Five policies defines how Church buildings and grounds are used and cared for.
- **8.0 Communications** (approved March 2016) – Two policies establish guidelines for development and ongoing management of print and web-based publications and communications venues.

As the Board approves policies in each category, they are included in the *Policy Manual* and posted on the Church website.

Task Force Members: Geri Knoebel (chair), Pat Diem, Christine Robinson, and Gwen Sawyer.

1.0 GOVERNANCE

Approved by Board 8-18-2015

First Unitarian is a self-governing, democratic Congregation. First Unitarian is governed by its elected Board, including the Senior Minister as the Head of Staff, and is responsible for many specialized tasks delegated to various committees staffed by volunteers. The most important issues of governance are reserved for the Congregation including: calling a minister, elections, and approval of property purchase/ construction/ sale, borrowing money and amending by-laws. Standing Committees of the Congregation include the Leadership Succession, Finance Review, and the Endowment Committees. The Board oversees these committees on behalf of the Congregation subject to Congregational approval.

1.01 Church Governance

Approved by Board 8-18-2015

Overview

1. The Congregation elects a Board to function as its governing body and calls the Senior Minister to serve as its spiritual, programmatic, and administrative leader. The Board governs with emphasis on vision, strategic leadership, open communication and information, and diversity of perspectives. The Board represents the membership by creating and adopting written policies, by conducting long range strategic planning, and by ensuring responsible stewardship of our resources, developing annual goals, and monitoring performance. The Board delegates authority to the Senior Minister as Head of Staff for the operations of the Church.
2. To assist the Board with specialized functions, the Board may form long-term committees or short-term task forces. The Board provides a charge to each committee or task force, which consists of Board and non-Board members. Committees provide expertise to the Board in specific areas such as finance, stewardship, personnel, and healthy community relationships.
3. Program Teams and Councils manage activities, which enrich the lives of the Church's constituents and its community. They include: community caring, religious education (RE), social justice, and worship. Church Staff is responsible for supporting the effectiveness of Program Teams and Councils.
4. Councils are formed when multiple teams in crucial areas of the Church's ministry (such as RE and Social Justice) need an umbrella structure for sharing information, leadership, and administrative tasks. Church members run the programs of the Church such as worship, social justice, community building, care of persons with management

help from the Staff. RE is staffed with assistance from member volunteers. The Staff also runs some programs directly.

5. The management of the Church is shared between the Board and Staff with the Senior Minister serving as Head of Staff. Areas of responsibility may change from time-to-time by mutual agreement. The division of management and program responsibilities between the Board and Staff is detailed in the *Manual*. The Board will update policies as needed.
6. Table 1.1 shows the responsibilities of the Congregation, Board, and Staff under the shared governance policy model.

Table 1.1

Owner	Responsibilities
Congregation	Budget, elections, authorizing indebtedness, bylaw amendments
Board	Asset Protection
	Budget Approval
	Capital Campaign
	Endowment Fund
	Financial Condition and Planning
	Healthy Community
	Leadership Succession
	Property Improvement
	Stewardship Campaign
	Strategic Planning
Staff Management	Budget Preparation
	Coordination of Ministry
	Facilities Management
	Program Team
	Rental Management
	Staff Management

Senior Minister Management Responsibilities

1. The Senior Minister leads and directs the spiritual, programmatic, administrative, and caring work of the Church as of Head of Staff. The Board delegates to the Senior

Minister the authority and responsibility to make all operational decisions, adopt administrative policies, and allocate Congregational resources except as specifically limited by the Bylaws or policies.

2. The Senior Minister shall protect the nonprofit and tax-exempt status of the Church and will not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful or in violation of commonly accepted business and professional ethics. The Senior Minister, as Head of Staff, is authorized to establish additional policies, make decisions, take actions, and develop activities using a reasonable interpretation of the *Manual* and Bylaws. New policies as established by the Senior Minister shall be written and incorporated into the *Manual*.
3. As Head of Staff, the Senior Minister is responsible for the care of the persons, staff, and Church resources. Each are detailed below:

Care for people

- a. **Child protection.** Because of our special responsibility for children and youth in the Congregation's care, the Head of Staff will establish clear, written procedures for the selection, training, and supervision of all paid and unpaid Staff who work with persons age eighteen and younger.
- b. **Health and safety.** All facilities will be maintained in a safe, sanitary, and secure condition, assuring that required licenses and inspections are kept up-to-date, and that problems are corrected promptly.
- c. **Volunteers.** Volunteers are an important resource for this Church. Volunteers provide important services and the message about our mission to the larger community. Volunteers will be recruited, trained, supervised, recognized for their contribution and shown appreciation and terminated in a professional and caring manner.
- d. **Sexual harassment.** Employees, volunteers, and members are prohibited from acts of sexual harassment against any member or participant in Congregational activities or any employee or applicant for employment. In response to violations of this policy, the Head of Staff in consultation with the Board, when necessary, take disciplinary action, which may include termination of employment or membership or exclusion from Congregational property and programs.
- e. **Non-discrimination.** No one acting for the Congregation will discriminate because of race, color, age, sex, marital status, sexual orientation, disability, national origin or ancestry, economic status, union membership, or political affiliation. Employment will be based solely on merit and qualification. Religious opinions and affiliation may be considered only in the case of paid or unpaid Staff positions that include religious teaching or worship leadership.
- f. **Universal access.** The Congregation intends to make its premises and activities accessible to persons with disabilities and special needs.

Care for Staff

- a. **Staff:** The Senior Minister is responsible for maintaining a productive and effective Staff team, ensuring that its efforts are directed toward fulfilling the Congregation's mission and vision of ministry, and compliance with all Bylaws and Board policies. Performance reviews of each employee will be conducted annually.
- b. **Staff compensation and benefits.** The Congregation's goal is fair and just compensation. Staff salaries will be set using UUA guidelines. All Staff members working more than twenty hours per week will receive, after completing a 90-day probationary period, a uniform Staff benefits package including health insurance and retirement plan contributions.
- c. **Personnel Manual.** The Senior Minister is responsible for maintaining an up-to-date personnel manual covering matters not specifically addressed in these Board policies. The personnel policies cover areas required to ensure that the Church complies with legal requirements and denominational norms for employments practices

Care for resources

- a. The **Senior Minister**, as administrative leader, is accountable for the organization's financial performance and condition and for the planning, budgeting, and management of the Church's financial and capital resources. These responsibilities will be carried out in a professional and prudent manner and in ways consistent with our mission statement, by-laws, and Board policies.
- b. **Financial Management.** Written procedures will govern the handling of receipts, access to cash and bank balances, approval of expenditures, payment of invoices and other obligations, and management of invested funds. The Congregation's financial accounts will follow generally accepted accounting principles for those practices that are generally followed by Congregations of our size.
- c. **Asset Protection.** The Church's financial and physical assets shall be protected, adequately maintained and not unnecessarily risked. The following measures will guide this work:
 - i. Utilize reasonable financial controls sufficient to meet generally accepted standards to receive, process, and disburse funds.
 - ii. Insure buildings and other physical assets against property losses and liability for injuries to others.
 - iii. Do not unreasonably expose the Church, its Board or Staff to claims of liability and insure against corporate liability and personal liability of Board members and Staff.
 - iv. Create a rolling Church maintenance plan estimating the time and cost of adequate routine maintenance; repairing and/ or replacement of all Church-owned property, including buildings and capital equipment.

- v. Protect intellectual property, information and files from loss, significant damage or breach of confidentiality or privacy.
- d. **Procurement.** Procurement of services and equipment must adhere to prudent expenditure of the Church's financial resources. The execution of contracts and grants agreements must be within the scope of the Church's missions, goals, budget and annual plans.
- e. **Records.** The Church will maintain records as required by good business practices and the Internal Revenue Service. Transparency will be promoted by the timely posting of Church documents of general interest to members or the public on the Church's website.

1.02 Policy Creation

Approved by Board 8-18-2015; revised 11-10-2015

This policy exists to govern the creation of Church policies.

Congregation Level

1. The Congregation level policies regarding governance are in the by-laws
2. The Congregation may develop new policies that do not rise to the level of the by-laws by an affirmative vote at a duly called Congregational meeting.
3. Members of the Congregation may recommend to the relevant level (Board, committees, teams, or staff) development of a specific policy.

Board Level

1. Board Policies are those, which the Board has passed at one of its meetings and properly posted.
2. The Board may delegate development of policy, as it deems necessary.
3. All policies have an "owner"; the entity which has the authority to create and change them.
 - a. Congregational policies include the By-laws and resolutions passed at Congregational meetings.
 - b. Board policies are created and revised by the Board.
 - c. Staff Policies are created by the staff in their areas of authority.
 - d. Committee and Team policies are created by committees and teams themselves to help them carry out their work.
4. Church policies are hierarchal in nature.
 - a. The Congregation may change any Church policy. (By-laws must be changed in accord with the bylaws themselves.)
 - b. The Board may change the policies of staff, team and committee policies, except only the congregation may change the policy of Standing Committees (Board, Endowment, Leadership Succession, and Financial Review Committees).
3. The Board directs that staff, Committees, Team and Council make and document relevant policies to their area of responsibility.
4. All Congregation and Board policies must conform to the policy template and be

included in the *Congregation and Board Policy Manual*.

5. The definitive version of the Congregation and Board Policy Manual is kept on the Church website.

1.03 Board Communications

Board approved 8-18-2015

The policy exists to establish a Board policy governing how the Board will communicate with the Congregation and the staff.

Board Level

1. Board meeting minutes will be posted within 40 days of the meeting date.
2. The Board will ensure that an annual report is produced (due in January each year) which includes the work accomplished by the Church and posts it to the website.
3. Congregation meetings:
 - a. For complex matters and the budget, the Board will hold hearings or town hall gatherings prior to Congregational meetings.
 - b. The Board will ensure that an appropriate packet of information shall be available for Congregational meetings and posted on line.
4. The Board will communicate to the Staff through the Head of Staff.

1.04 Delegation of Authority

Board approved 1-31-2015

Board Level

1. The Senior Minister, as Head of Staff, will lead and direct the spiritual, programmatic, administrative and caring ministry work of the Church, and is delegated authority and responsibility to make operational decisions, adopt administrative policies, and allocate Congregational resources except as specifically limited by the Bylaws or policies.
2. The Senior Minister serves as Head of Staff and is responsible for maintaining a productive and effective Staff team, ensuring that efforts are directed toward fulfilling the Congregation's mission and vision of ministry, and Staff compliance with all Bylaws and Board policies.
3. The Senior Minister is authorized by the Board to establish additional policies, make decisions, take actions, and develop activities using a reasonable interpretation of the Board's policies and directions. In the absence of the Senior Minister, the Board will appoint and authorize a member of the ministerial Staff to perform Senior Minister functions as appropriate.

1.05 Conflict of Interest

Approved by Board 8-18-2015

The policy defines Conflict of Interest and action that must be taken to avoid a conflict of interest.

Board Level

1. Conflict of interest exists when a Church official or leader has a duty to more than one person or organization, and cannot do justice to the actual or potentially adverse interests of both parties. This includes when an individual's (financial or other) interests or concerns are in conflict with the best interests of the Church, or when a leader's personal interests are contrary to his/her loyalty to the Church.
2. A Church official or leader must avoid even the appearance of conflict of interest. He/She must disclose potential conflicts of interest and potentially recuse himself/herself from decision making when a conflict may or may appear to exist. If another individual believes a conflict of interest exists they should disclose the appearance of such a conflict to the appropriate leader.

1.06 Leadership Succession Committee

Approved by Board 8-18-15

This policy details the roles and responsibilities of the Leadership Succession Committee.

Congregation Level

1. The seven-member Leadership Succession Committee (LSC) consults with ministers and lay leadership concerning appropriate candidates for elected Standing Committee positions and provides a slate of nominations to the Congregation whenever elections are held.
2. The LSC nominates candidates for the following leadership positions:
 - a. Standing Committees:
 - i. Board of Directors – nine members plus the President and Treasurer
 - ii. Leadership Succession Committee – seven members
 - iii. Endowment Committee – five members
 - iv. Financial Review Committee – three members
 - b. Moderator – unlimited two year terms
 - c. New Senior Minister Search Committee – when needed
 - d. Social Justice Council members – occasionally, the LSC may be requested to suggest replacement member.
3. The LSC will make recommendations to the Board about any necessary interim appointments to Standing Committees.
4. The LSC will appoint members to Councils from a list provided by the Councils or the Board.
5. When a new Senior Minister is to be chosen, the LSC nominates the members of the Search Committee.

Leadership Succession Committee Level

1. The goal of the LSC is to seek qualified candidates who offer a balance of skills, life experiences, and involvement in First Unitarian to serve on the elected Board or Standing Committees.
2. Annually the LSC will recruit and accept applications for candidates for the Board, President, Treasurer, and Standing Committee and Board elected positions.
3. Prepare a list of candidates for all elective positions and obtain biographical sketches from each prior to the Annual Meeting of the Congregation. The slate of candidates and their biographies will appear in the *Messenger*.
4. Maintain list of qualified potential candidates for Board-appointed leadership positions (including for reference by Board for possible vacancy appointments).
5. Support the Board and staff in assuring that election is conducted consistent with bylaws, on schedule, and in a secure and ethical manner
6. When a vacancy on the Board or Committee occurs during the year, the LSC will seek to fill that position. When this occurs, the time served filling the vacancy will not be counted towards term limits.
7. Maintain an up-to-date *LSC Resource Book* to inform Committee members of their roles and responsibilities and aid in fostering continuity from year-to-year in Committee activities.

1.07 Confidentiality

Board approved 11-10-15

Board Level

1. All Church volunteers and leaders will respect the confidentiality appropriate to issues of a sensitive nature.
2. The Board instructs the Staff to create and administer privacy policies about member and financial information.
3. The Board instructs the Head of Staff to enforce the confidentiality policy in the *Church Personnel Manual*.
4. The Church does not distribute, sell or rent personal information to other organizations, including other UU organizations.
5. The Church's [Confidential Information Acknowledgement Form](#) will be distributed and signed by each Board and Stewardship Committee member at the start of the member's term of service.

2.0 FINANCE

First Unitarian must provide and manage the financial resources needed to pursue its core mission. The Congregation entrusts the financial management of its affairs to the Board, the Senior Minister, as Head of Staff, and the Endowment and Financial Review Committees. The approval of the annual operating budget, the purchase/ construction/ sale of property and incurrence of debt are reserved to the Congregation.

2.01 Financial Overview

Board approved 12-14-2015

These policies detail the accounting and financial principles used in the Church's operations.

Congregational Level

1. The business, property, and affairs of the Church are managed by the Board acting collectively on behalf of and for the benefit of the Congregation. The Board has a fiduciary responsibility to the Congregation to exercise due diligence for the safety and good stewardship of the Congregation's financial resources (Article 2, Section 04 (b)).
2. The Treasurer is responsible for the regular review of financial transactions and reports, communicates financial information, questions, and decisions among the Staff, Board, Congregation, and other Church bodies concerned with finance. The Treasurer has signatory authority for checking and other financial accounts and serves as ex-officio on the Finance Committee (Article 2 Section2 (d)).
3. The Endowment Committee is charged with recommending and overseeing distributions from the Endowment Fund, and ensuring appropriate checks and balances for the long- term maintenance of the Endowment Fund. It shall promote the growth of the Endowment Fund, encourage and accept gifts to the Endowment Fund, and ensure that all gifts are acknowledged, honored, and properly recorded for posterity in accordance with the policies of the Church (Article 1, Section 04 (c)).
4. The Finance Review Committee may conduct a full review of the Church's financial health and procedures or may select one portion of the financial area to review, in accordance with their policies found in the *Congregation and Board Policy Manual* (Article 1, Section 04 (b)).
5. The Members in good standing shall receive and vote upon the annual operating budget of the Church for the ensuing fiscal year (Article 1, Section 05 (e)(ii)).
6. The Board will ensure that the Church adequately protects its financial health in the case of property damage or loss, malfeasance or the mishandling of funds, or liability claim, including liability claims against Staff and volunteers performing their functions or duties (Article 2, Section 04 (d)).
7. The annual budget is established on the basis of a fiscal year as designated by the Board of Directors (Article 2, Section 06 (a)).
8. The President or Vice President may execute a legal document on behalf of the Church, and the Secretary may affix the Seal of the Church where a contract, conveyance, or

other legal document approved by the Board does not specify the executing official (Article 2, Section 07 (a)).

Board Level

It is the policy of the Congregation that the Board will perform the following duties in its role to provide financial management and direction.

1. Delegate to the Senior Minister, as Head of Staff, responsibility for the organization's financial performance and condition, as well as planning, budgeting and management of the Church's financial and capital resources.
2. Maintain adequate current and fixed assets to support the Church's mission-related activities and a revenue stream adequate to cover necessary expenses incurred in undertaking those activities.
3. Approve financial policies and delegate the administration of financial policies through the Senior Minister, who will hire and manage staff to ensure that finances are managed prudently, in keeping with generally accepted accounting principles for non-profit institutions. This includes the responsibility to develop and maintain appropriate systems, procedures and practices, including recording the value of, and depreciation for, fixed assets.
4. Establish budget priorities, recommend the operating budget for the upcoming year to the Congregation, set parameters for staff discretion in the budget management, and review financial reports.
5. Conduct an annual stewardship campaign of the Church's members and friends to secure pledges to fund the operations of the Church.
6. Set the Church fiscal year, which is currently January 1st to December 31st.
7. Ensure that the Church adequately protects its financial health in the case of property damage or loss including items of value on loan to the Church to advance its mission.
8. Establish signing authority for checks and contracts.
9. Authorize use of unexpended operating allocations remaining at the close of the Church fiscal year. Current practice is to divide these allocations equally between the Operating Fund and the Capital Reserve accounts.
10. Competitive bids or proposals must be solicited and evaluated for projects exceeding \$25,000.
11. Maintain a Capital Reserve Account, to be used for the repair, renovation, and renewal of Church property.
12. Arrange for audits of Church operations as deemed necessary.
13. Set the compensation package for the Senior Minister
14. Set Housing Allowances for all ministry staff according to IRS guidelines.

Head of Staff

1. Appoint staff to manage church financial affairs and delegate to them appropriate responsibilities and authority over all persons, staff and volunteer, who handle or expend funds.
2. Provide oversight of staff and be accountable to the Board.

2.02 Endowment Committee

Board approved 12-14-2015

The purpose of this policy is to define the responsibilities of the Endowment Committee.

Congregation Level

(Article 1, Section 04(c))

1. Committee shall consist of five members elected by the Congregation.
2. Recommends and oversees distributions from the Endowment Fund.
3. Ensures appropriate checks and balances for the long- term maintenance of the Endowment Fund.
4. Promotes the growth of the Endowment Fund,
5. Accepts gifts to the Endowment Fund, and ensure that all gifts are acknowledged, honored, and properly recorded.
6. Provides quarterly reports to the Board and submits a written report to the Congregation at each Annual Meeting.

Endowment Committee Level

1. The Endowment Fund distribution shall preserve the real value of the Endowment Fund as of September 2005, plus subsequent donor contributions.
2. Endowment Fund gifts of \$50,000 or more may be restricted by the donor.

2.03 Endowment Fund

Board approved 12-14-2015

This policy governs the functioning and oversight of the Church's Endowment Fund. The By-laws govern much of the Endowment Committee's work.

Congregation Level

1. The purpose of the Endowment Fund shall be to help further the principles and purposes of the Church as embodied in the Mission Covenant Statement (Article 1, Section 08 (a)).
2. Reasonable annual distributions from unrestricted and broad field of interest accounts shall be made, but must retain the historic buying power of the endowment, and are limited to a maximum of 4 percent of the average market value balance of the Fund for the previous three years (Article 1, Section 08 (b)).
3. Any changes to the by-laws regarding the endowment requires a Special Congregational Meeting called for that purpose, with a quorum requirement of 25 percent of the membership, and a two-thirds affirmative vote (Article 1, Section 08 (c)).

2.04 Financial Review Committee

Adopted by Congregation January 2013

The purpose of this policy is to define the responsibilities of the Financial Review Committee.

Congregation Level

1. Committee consists of three persons elected by the Congregation who have not been involved in Church finances or the Board for at least two years (Article 1, Section 04 (b)).
2. May conduct a full review of the Church's financial health and procedures or may select one portion of the financial area to review, in accordance with their policies found in the *Congregation and Board Policy Manual* (Article 1, Section 04 (b)).
3. Submits a written report to the Congregation at every Annual Meeting. All financial reviews shall be available for Church members' inspection (Article 1, Section 04 (b)).

2.05 Finance Committee

Board approved 12-14-2015

The purpose of this policy is to define the Finance Committee's responsibilities.

Congregation Level

1. The Board is responsible to the Congregation for the safety and good stewardship of the Congregation's financial resources. It acts primarily by setting priorities and enacting policy (Article 2, Section 04 (c)).
2. Each year the Board sets priorities for the budget and creates rules to govern how income and expense lines will be established. The Staff drafts a budget consistent with these priorities and rules. The Finance Committee reviews this budget for accuracy and conformity to the Board's direction. The Board makes changes if necessary and recommends the budget to the Congregation at the annual meeting (Article 2, Section 04 (c)).
3. The Board of Directors may modify the approved operating budget, but shall not make or approve expenditures in the aggregate above 5% of the approved budget without the vote of the Congregation unless current revenue is available to cover such increases (Article 2, Section 04 (c)).
4. The Board of Directors shall not make any capital expenditure in excess of 5 percent of the total approved budget unless specifically included in that budget or approved by the Congregation (Article 2, Section 04 (c)).

Board Level

1. The Board holds the Finance Committee responsible for the following: the periodic review of financial operations, for the review of the proposed annual budget, for advising the staff on specific financial issues and for informing the Board on financial matters.

2. The Board recommends the budget for the ensuing year to the Congregation at its annual meeting.

Finance Committee Level

Finance Committee approved 12-8-2015

1. Assists the Board in meeting its fiduciary responsibilities.
2. Is comprised of 5 members including the Treasurer. The Director of Finance and Operations serves as staff liaison to the Committee.
3. Reviews the annual budget prepared by Staff and make recommendations to the Board for adoption by the Congregation.
4. Explains and take comments about the annual budget from the Congregation at the annual meeting.
5. Reviews monthly financial statements and forward pertinent information to the Board. The Director of Finance and Operations submits quarterly financial reports to the Board.
6. Performs a periodic review of financial operations. Advise Staff on specific financial issues.
7. Reviews and recommend Board action on contracts over \$25,000.
8. Conducts an annual review of stock/investment account transactions to ensure accuracy of balances reported to the Board.
9. Will be aware of compliance with [1.01 Church Governance](#) polices in the areas of Care of Resources (Financial Management, Asset Protection, Procurement, and Records).

2.06 Stewardship Function

Charge Approved by Board 6-16-2015

The purpose of this policy is to define the responsibilities of raising necessary funds for the operations and mission of the Church.

Board Level

1. Form committees to address and organize the stewardship (Congregational giving, pledge drive) function. These committees will help First Unitarian refine its stewardship practices and develop a culture of generosity. Generosity should be mutually reflected: in the way the Church relates to the Congregation, and in the way the Congregation in turn relates to the Church.
2. The committee fulfilling the stewardship function shall consist of at least 1 Board member and other non-Board members for a total of 6-8 people. Its membership and chair or co-chairs will serve a term of 1-2 years, renewable as mutually desired, and must be approved by a vote of the Board.

Committee Level

1. Study alternative/best practices, assess current practices, and make recommendations.
2. Help implement recommendations as appropriate.
3. Design and conduct a campaign to educate the Congregation (and other interested people) about the Church's funding needs each year, as determined by the Board of Directors, and receive pledges. The year round stewardship committee may recruit additional volunteers to help run the fall campaign, and as needed.
4. Inspire new and increased giving during the campaign, and inspire new pledges and giving throughout the year.
5. Work with the Membership Committee to develop a systematic way of reaching out to new members.
6. Work with the Endowment Committee to ensure the endowment is included in outreach efforts.

2.07 Confidentiality of Financial Records

Board approved 12-14-2015

The purpose of this policy is to safeguard the Church's integrity by adopting confidentiality policies.

Board Level

1. The Senior Minister is responsible for seeing that the confidentiality of financial and contribution records is maintained.
2. The names of all individual donors may be listed in the Church's annual report and/or in other appropriate publications. The Church will not publish the amount of any donor's gift without the donor's permission
3. The [Church's Confidential Acknowledgement Form](#) will be distributed and signed by each Board and stewardship committee member at the start of the member's term of service.

2.08 Gifts

Board approved 12-14-2015

The purpose of this policy is to establish guidelines for evaluating and accepting charitable donations to the Church.

Board Level

1. First Unitarian encourages the solicitation and acceptance of gifts to the Church for purposes that further the Congregation's mission. Staff may accept the following types of gifts without prior review and approval of Board so long as the gift is unrestricted or restricted to a purpose or Fund that the Board has previously approved.
 - a. The Church may accept written promises (pledges) from donors to pay money or donate other assets.

- b. *Pledges* are tracked and reported through a pledge database and pledge statements are generated for the donor at least annually. Pledge revenue is recorded when received in accordance with generally accepted accounting principles.
 - c. *Cash*. Cash gifts including memorial gifts are acceptable in any form, including checks, money orders, credit cards, or on-line donations.
 - d. *Marketable Securities*. Marketable securities may be transferred electronically to First Unitarian through a broker or other financial institution. First Unitarian liquidates gifted securities expediently unless the Board specifically approves their retention. (See Policy 2.09.)
 - e. *Bequests*. The Church may accept bequests including gifts in will or beneficiary designations under trusts, life insurance policies, commercial annuities, retirement plans or other assets for which a beneficiary may be legally named.
 - f. *Tangible Personal Property*. First Unitarian may accept gifts of tangible personal property, which are easily put to use for the Church's charitable purpose and over which the Church has complete control including discretion to retain or liquidate.
2. This Gift Policy applies to all gifts offered to the Congregation other than payments on pledges to the annual Operating Fund.
- a. "Restricted" gifts (other than endowment) are those designated by the donor for a particular purpose or object. Restricted gifts will be accepted by the staff and deposited in the appropriate designated fund. The Bookkeeper will keep proper records of all such gifts. The Finance Committee shall monitor the use of all restricted gift monies to ensure that they are used in accordance with the wishes of the donor. Donors of such gifts must be informed that, should the Church's need change, those gifts may be sold, re-purposed, or given away.
 - b. All unrestricted gifts are recorded in the Operating Fund as Non-Pledge Gifts revenue and, when possible, credited to the donor.
 - c. All non-Endowment gifts are acknowledged through quarterly contribution statements or a timely letter that reiterates the purpose for which the monies are granted.
3. Gift Acceptance Criteria. All gifts will be accounted for according to IRS rule for charitable donations.
- a. Gifts given for a specific purpose (restricted) are accepted only after the Board or Staff ascertains that they are useful for Church programs.
 - b. Unless otherwise designated or restricted by purpose or time, all gifts to the Church will go to the General Fund. Any gift accepted by the Church must be consistent with Church's policies and mission statement. When questions arise, final authority to accept or decline gifts rests solely with the Board.

2.09 Marketable Securities

Board approved 12-14-2015

The purpose of this policy is to define the process to be used to liquidate donated marketable securities.

Board Level

1. The policy of the Church is to liquidate marketable securities upon receipt. The value of the donation is recorded as the net amount after commissions, fees and taxes. The possible transaction cost of this sale is considered small compared to the risk of loss that can be experienced with delay in the sale of the stock.
2. This policy will be communicated to the potential donor of the stock to ensure that the donor is aware of the immediate liquidation of the gift.
3. Proceeds from the sale of the stock are considered unrestricted contributed income unless the donor has imposed a restriction as a condition of the gift in which case procedures for accounting for restricted contribution will be followed.

2.10 Church Sales

Board approved 12-14-2015

The purpose of this policy is to clarify who may sell items and/ or services on Church property at Church events and under what conditions. The policy attempts to balance the needs of those wishing to sell with the mission of the Church and the needs of others at Church events.

Board Level

1. The only sales allowed at Church events are those in which at least 30% of the proceeds are donated to the Church as a whole or to a Church group that has a designated fund.
2. There are five exceptions to this policy:
 - a. UUSC Coffee and Chocolate Sales, which directly benefit the UUSC and the Sustainable Farming project, and may be sold in the Social Hall.
 - b. The sale of arts and crafts associated with the Art shows in the Social Hall.
 - c. The occasional sales, at the Patio Fairs, by children and youth of items benefitting their activities (Girl Scout cookies, exchange students, bands, etc.) No contribution to the Church is expected from these sales.
 - d. The very occasional permission given to an attractive “good cause” from outside the Church to sell items at a special event.
 - e. The sales of CD’s or books by musicians or presenters in that week’s worship service or forum, for which no contribution to the Church is expected.
All Sunday Morning sales except (a), (b), and (e) above take place at monthly outdoor patio fairs. In the case of inclement weather, fairs will be re-located as determined by Staff.
3. Groups and Individuals wishing to sell things at patio fairs must register with the office and donate 30% of sales to the Church.
4. Sales at events other than Sunday Mornings patio fairs are controlled by the organizer of the event, however, 30% of those sales are expected to be donated to the Church.

2.11 Donation Solicitation

Board approved 12-14-2015

The purpose of this group of policies (except the stewardship function) is to clarify who and by what means persons may solicit donations from others at Church events. The solicitation of funds for the Church itself is in the Stewardship Function (2.06) and is not a part of this policy.

Board Level

1. The only solicitation of donations from persons at Church events will be for charitable causes.
2. Church Groups may solicit donations for charitable causes from the Congregation only by reserving a table at Coffee hour, at a patio fair, or at an event planned in conjunction with the Social Justice Council (by invitation of the planners).
3. Individual members may solicit donations for their chosen causes and projects (Walk-a-thons etc.) by requesting a table at the monthly Patio Fair. It is necessary to register at the office and follow Staff policy.
4. Church groups soliciting funds for other good causes (Kenya project, etc.) shall report their total collection to the office so the total can be added to the Church's record of contributions raised.
5. Church groups wishing to turn in the cash raised and have the office write and/or send a check, or have the total added to a line item in the Church budget, should use the standard blue forms available in the office for that purpose.
6. Members who donate to a Church group soliciting funds shall have their donation appear on their Contribution Statement. These donors' names and the amount donated will be submitted to the Church Office.
7. Soliciting donations from people who have not approached your table is not permitted (no walking around asking folks to donate).
8. The only announcements of charitable solicitations will be for moneys funneled into UUA and UUSC emergency collections or emergencies at the discretion of the ministers (for earthquake victims etc.).

3.0 AFFILIATION AND PARTICIPATION

The purpose of this policy is to create categories of affiliation, tracking mechanism and expectations of those who participate in Church activities or activities on Church property.

3.01 Affiliation Policy

Board approved 3-15-2016

Congregational Level

1. To become a member in good standing, a person must be 14 years old and be in sympathy with the mission covenant of the Church. To be a member, a person must make an identifiable financial contribution to the Church as well as agree to abide by the Church Bylaws and the *Policy Manual*. Then the Membership Book is signed (Article 1, Section 02 (2)(i)).
2. Thirty days after signing the book, the individual becomes a voting member of the Church (Article 1, Section 02 (2)(i)).
3. To continue as a member in good standing a member must make an identifiable financial contribution to the Congregation at least once every year. Article 1, Section 02 (2)(ii)
4. A member may resign membership from the Church by notice to the office. A member may be removed from membership after 18 months if no identifiable financial contributions have been made in that time. A member failing to abide by Church Bylaws, or Healthy Community Policies, or who is deemed by the Board of Directors to be a danger to the persons or institution of the Church, may have their membership revoked by a Board of Directors affirmative vote of eight or more Board members after consultation with the Healthy Community Team (Article 1, Section 02 (c)).

Board Level

1. All persons on Church property must be participating in a civil and productive manner, including renters and the general public.
2. Persons participating in Church programs, on or off the property, are expected to participate in a civil and productive manner. See Civil Participation Policy (6.01)
3. The Board directs the staff to keep an up-to-date membership roll including reminding members who have not made a financial contribution in the past 18 months to do so and removing them from membership if they do not respond.
4. The Staff is directed to recognize and track the kinds of affiliation of persons with First Unitarian as defined in the Table 3.1:

Table 3.1 Participant Definitions and Benefits

User	Definition	Benefits
Member	<ul style="list-style-type: none"> ● Per Church By-laws: <ul style="list-style-type: none"> ○ 14 years of age; ○ Made an identifiable contribution in past 18 months; ○ Signed the Membership Book; ● Abide by Church by-laws and <i>Policy Manual</i>. 	<ul style="list-style-type: none"> ● Participate in Church governing structure, ● Vote on Congregational issues & serve in elected office ● Use/receive all Church services including reserving Church facilities for member events subject to availability per Use of Church Facilities Policy (7.01). ● Receive pastoral care and services. ● Receive benefits of staff services. ● Receive Church communications.
Silver Member	<ul style="list-style-type: none"> ● Long term member whose income or health does not allow them to fully participate in Church membership. ● Those so designated are included in the directory but not counted as members and are not asked for pledges or contributions. 	<ul style="list-style-type: none"> ● Receive pastoral care and services. ● Receive Memorial service.
Friend	<ul style="list-style-type: none"> ● Made an identifiable contribution in past 18 months 	<ul style="list-style-type: none"> ● Use/receive all Church services including reserving Church facilities subject to availability per Use of Church Facilities Policy (7.01). ● Serve as volunteer committee member or in other volunteer capacities unless prohibited by the By-laws. ● Receive pastoral care and services, benefits of staff services, & Church communications.
Child/Youth	<ul style="list-style-type: none"> ● A person under the age of 18. 	<ul style="list-style-type: none"> ● Participate in programs for Children and Youth.
Guest/Congregant	<ul style="list-style-type: none"> ● Children and other family members of Members, Friends, and Guests who are a part of our caring community ● Individuals with informal involvement in the Congregation 	<ul style="list-style-type: none"> ● May receive some pastoral services. ● Receive Church communications. ● Participate in public services.
Users/Renters	<ul style="list-style-type: none"> ● Business relationship 	<ul style="list-style-type: none"> ● Defined by contract

3.02 Civil Participation

Board approved 3-15-2016

The Church wants to have a Congregation in which people feel safe and we work effectively towards our Mission Covenant, we have this policy.

Board Level

1. Everyone who participates in the programs of the Church is expected to do so in productive, kind, and civil manner. When there are complaints that this is not occurring:
 - a. The person or persons bothered by behavior which does not seem productive, kind, or civil, should talk to the person whose behavior bothers them.
 - b. If the group leader or chair believes that the group's work is being negatively impacted, the chair may speak to the person.
 - c. If there is no resolution, the healthy community committee should be notified.

4.0 PROGRAMS

4.01 Board Committees

Board approved 6-21-2016

Congregation Level

1. Only members in good standing of the Church may serve on any Standing Committee (including the Board of Directors), Board Committee, chairs of Program Team or serve on a Council (Article 1, Section 02 (b)).
2. The Congregation at the annual meeting elects members of Standing Committees (Endowment Committee, Leadership Succession Committee, Finance Review Committee). All Standing Committee members must be members in good standing of the Congregation (Article 1, Section 02 (b)).
3. All members serve for two-year terms corresponding to the Church fiscal year, with a staggered rotation. A Committee member completing two terms may not be reappointed or reelected until after one year off of the Board or Committee (Article 1, Section 02 (b)).
4. Each Standing Committee submits a written report to the Congregation at the Annual Meeting, and may report orally as appropriate. Between Annual Meetings, Standing Committees report to the Board as requested by the Board (Article 1, Section 02 (b)).
5. The Board may recommend to the Congregation the removal of any chair or member of a Standing Committee (Article 1, Section 02 (b)).
6. The Board may form and dissolve Board committees (long term) or task forces (short term) to assist it with specialized functions such as Personnel, Finance, Stewardship, Strategic Planning, Healthy Community, Property, Insurance, Governance (Article 2, Section 05).
7. Members of Board committees and task forces may be a mix of Board and non- Board members of the church. Members of these committees are named by the Board. Chairs or conveners are named by the Board. The Board may dissolve committees or remove members as needed (Article 2, Section 05).
8. All Committees and Task Forces report to the Board (Article 2, Section 05).
9. All meetings of Standing Committees, Committees, and Councils must conform to the Open Meetings Provisions of the Bylaws (Article 1 Section 07c).

Board Level

1. The Board establishes a charge for each of its committees and task forces, which specifies expectations such as:
 - a. Its purpose and functions;
 - b. Anticipated timeframe for its work;
 - c. Reporting and recordkeeping requirements;
 - d. Is work to be of a confidential nature?
 - e. Specify budget responsibilities, if any.

4.02 Program Councils

Board approved 6-21-2016

The purpose of this policy is to define the structure and responsibilities of councils.

Congregation Level

- 1 Program Teams and Councils are responsible for the Church's ministry: those activities which enrich the lives of the Church's constituents and its community in one of the four major areas of ministry: Worship and Spiritual, Educational, Social Responsibility, and Caring Community. The Church Staff is responsible for supporting the effectiveness of Program Teams and Councils (Article 3, Section 02).
- 2 Councils form when multiple teams in crucial areas of the Church's ministry need a structure to come together to share information, leadership, and administrative tasks. Article 3, Section 02 (b)
- 3 A member of the Staff serves ex-officio on each Council (Article 3, Section 02 (b)).
- 4 Councils operate in accordance with the Open Meetings Bylaw (Article 01 Section 07c).

4.03 Program Policy

Board approved 6-21-2016

The Church's Programs and Ministries are the responsibility of the Senior Minister. They are created, planned, and implemented by staff and by volunteer individuals, teams, and councils.

Board Level

1. Programs and Ministries are grouped in six areas
 - a. Worship and Spiritual (memorial services, weddings, music groups, worship team),
 - b. Religious Education (children and youth),
 - c. Social Justice (Earth Web, Food Pantry, English As a Second Language),
 - d. Adult Programs (classes, religious practice groups, covenant groups, discussions),
 - e. Caring Community (pastoral associates, support groups, care committee),
 - f. Social/Community Building (parties, potlucks)
2. All programs and ministries must support the church's mission covenant and be consistent with the Purposes and Principles of the UUA.
3. The Senior Minister has the authority to determine #2, above, and to determine that each program is currently within the capacity and priorities of the congregation.
4. Church Programs may
 - a. Schedule rooms for meeting in accordance with staff policies
 - b. Publicize their activities through church channels in accordance with staff policies.
 - c. Access some kinds of staff help. (Visit ["Administrative Support for Committees and Groups"](#))
5. Teams and Councils are groups of volunteers working together on church programs and ministries
 - a. Teams and councils may be formed by staff members or by groups of volunteers.
 - b. Teams typically have one area of focus (Worship, Memorial Wall, etc.) Councils are a type of Team, which coordinates complex work of several groups, teams, and individuals (RE Council, Social Justice Council). Every team or Council has a staff person assigned to it in some role.

- c. Teams and councils will make and keep written policies including a mission statement and operating procedures. They may publicize their policies in the policy area of the church website.
- d. A Church committee or program group may belong to compatible outside or denominational group in their own name (“The Earth Web Program of First Unitarian Church”) under the following conditions:
 - i. The outside group being joined must be substantially compatible with the church’s mission.
 - ii. The group has sufficient funds in its budget to pay the required costs of joining the outside group.
 - iii. The outside or denominational group is informed that any listing of the support of the committee or subcommittee must specifically state that the “_____ Committee/group of First Unitarian Church” has joined the outside or denominational group (Not simply First Unitarian Church)
 - iv. The committee or program team informs the Board of its affiliation.

4.04 Membership Committee

Board approved 3-15-2016

The purpose of this policy is to define the responsibilities of the Membership Committee.

Congregation Level

1. Members of this Board committee are a mixture of Board and non-Board members of the Church.
2. The Board names committee members. The Board names the Chair.
3. Members may serve on a committee for no more than 4 years before stepping down for a year.
4. The Committee must meet in accordance with the Open Meetings provisions of the Bylaws (Article 01 Section 07c).

Board level

1. The Membership Committee welcomes visitors, initiates or assists with programs to increase membership, develops individual member involvement, and responds to needs of new members as they become involved in the Congregation. In addition, the Committee follows up with inactive members to encourage their participation.

Membership Committee Level

1. Primary Tasks
 - a. Staff a membership information table (or its equivalent) where Committee members interact with visitors, answer their questions, and direct them to other Church resources for more information.
 - b. Develop, implement, and maintain a Path to Membership process.
 - c. Host new member recognition events in collaboration with the ministers and Church leaders.
 - d. Reach out to members who are candidates for membership termination to verify their intent to leave the Church and report their reasons for doing so.

2. Prepare and Review Membership Marketing
 - a. Develop and revise materials to be given to visitors interested in joining First Unitarian.
 - b. Periodically review the Membership section of the Church website and submit proposed corrections and changes to the Church Administrator.
3. Collaborate
 - a. Work with the Stewardship Committee to understand and explain to the required financial contribution membership criterion.
 - b. Work with other Church committees and groups to support and implement the Church's Strategic Plan.
4. Conduct Research
 - a. Review membership statistics to identify trends and establish an annual committee project plan based on the results of that review.
 - b. Research other large Congregations and their membership practices to ensure that we are using most effective practices in our approach to attracting, integrating, and retaining members.
5. Reporting
 - a. Submit meeting minutes to Church administration and an annual report when requested.
 - b. Document procedures associated with committee processes to provide for effective communications between committee members and continuity with new committee members.

4.05 Green Sanctuary

Adopted by Congregational April 2002

This policy establishes our Congregation as a Green Sanctuary.

Congregational Level

1. The Board will take ecological impact into account when making decisions.

Board Level

1. The Board directs the Staff to take ecological impact into account when making decisions.

4.06 Landscape Committee

Board approved 5-16-2016

This Board policy establishes the Landscape Committee as a committee of the Board. The church's landscaped grounds are an important part of congregational life, providing not only beauty and shade, but places for conversation, play, ritual, and rest, and serving as an expression of our congregation's values and mission, as well as a pleasant haven for the general public passing through.

Board Level

1. The Landscape Committee consists of its chair, who is appointed by the Board, and as many people as can be productively put to work.

2. “Landscape” is defined as planting areas. Hardscape (sidewalks, patios, irrigation controllers) is the responsibility of the Buildings and Grounds Committee.
3. The Landscape Committee is charged to work as a team, considering the campus as one whole, with the understanding that the campus is made up of distinct areas that serve different functions. (see #8 below)
4. All areas of campus shall reflect the congregation’s environmentalist values (as represented in the UUA’s seventh principle and the congregation’s decision to be a “Green Sanctuary”) as much as possible, and must be in compliance with city ordinances.
5. The whole of the Albuquerque campus is under the authority of the Landscape Committee. The Landscape Committee must be aware of programmatic needs of all areas, and is required to consult with and gain the approval of individuals who have programmatic responsibilities for certain areas such as those below.
 - a) the Playground and Wesson lawn require the approval of the Director of Religious Education,
 - b) the gardening area, (“south 40”) requires the approval of the Sr. Minister.
6. The Landscape Committee is empowered to make decisions on what shall be planted, either in new spots or to replace existing plantings according to their understanding of #4, and in compliance with #5 above.
7. The Landscape Committee may ask for staff help (through the Director of Operations) for:
 - a) Mowing
 - b) Weed Removal from the South Parking Lot
 - c) Non-Routine maintenance on the irrigation systems.
8. The Committee is directed to respect the established landscape areas with their separate missions as listed below
 - a) **Courtyard** - The courtyard is the central space that links all buildings of the campus together. The primary purpose of the courtyard is to provide a shady, beautiful space for congregants and the visiting public to enjoy as a place for conversation or rest.
 - b) **The Jim Lewis Certified Wildlife Habitat** - The wildlife habitat east of the social hall is distinct from other campus areas in that its first goal is not primarily people-oriented, but nature-oriented. The habitat should follow the guidelines for certified habitats of its kind, including such guidelines for pruning, watering, and future plantings. As a valued part of the larger campus, the habitat is highly visible from the social hall and sanctuary windows, so the guidelines for a naturalistic landscape should be applied with an eye for aesthetics as well.
 - c) **Memorial Garden** The memorial garden is the space west of Memorial Hall that includes the memorial wall and patio. It’s purpose to provide a peaceful space for friends and loved ones to honor and remember those who have passed away, for small outdoor ceremonies such as individual child blessings or very small weddings, and for receptions for small memorial services that take place in Memorial Hall.
 - d) **Sanctuary Landscape** - The purpose of these areas is to beautify the campus and provide pedestrian pathways linking areas and leading to doors or the bus stop, as needed. The northwest corner of the sanctuary building landscape also includes a sizable drainage basin, important for water flow during heavy rains as required by city ordinance.
 - e) **The Playground, Wesson lawn** - The purpose of these areas is to provide outdoor activities and programmatic needs of the RE.
 - f) **The Garden Area** (South 40) is a programmatic area used for gardening.

- g) **Other Areas** The south sidewalk, parking lot perimeters and planting areas, and the Utility area behind the office are maintained according to zoning regulations and to increase the beauty and utility of the campus.

4.07 Animals on Campus

Board approved 6-21-2016

Board Level

- 1 Certified Service Animals assisting persons with disabilities are welcome and the Staff is directed to work with their owners if necessary to minimize disruption of programs.
- 2 Pets other than Certified Service Animals must remain outside, leashed, and in control of their owners, except when specifically invited for particular programs (i.e., Pet Blessings)

4.08 Selection of delegates and scholarship recipients

Board approved 6-21-2016

The purpose of this policy is establish how attending events on the Church's behalf, serving as a delegate, or using Church funds for attendance at outside events are selected (camperships, General Assembly Delegates, Leadership school attendees).

Board Level

1. The Board delegates the selection of participants and recipients of financial grants to the group most closely involved.
2. Those leaders will create a fair and transparent process, including criteria for selection and who does the selection and publicize it adequately.
3. Records will be kept of requests, decisions, and disbursements and be made available to the Board on request.
4. The Board approves UUA General Assembly delegates and Leadership School participants.

5.0 STAFF

5.01 Personnel Manual

Board Approved October 2012

The [Personnel Manual](#) is approved by the Board, and includes employee wage and hour administration, as well as benefits discipline, grievance and discharge policies and. Personnel policies are proposed by the Personnel Committee and approved by the Board. .

5.02 The Church as an Employer

Board approved December 2013

The purpose of this policy is to articulate the values and principles the Congregation wants to express and follow in its role as an employer. This serves as the Board's instruction to the Personnel Committee and Head of Staff about its expectations. All specifics are articulated in the Personnel Manual.

Board Level

The Board expects those managing employees of the Church to:

1. Adhere to all applicable employment laws and IRS rules.
2. Maintain a reliable and effective Staff of individuals who know their jobs and are “customer friendly” when around members and the public.
3. Follow non-discriminatory practices in hiring and managing Staff, with the exception of situations where it is important that the employee be a Unitarian Universalist.
4. Hire Church members to be on the Staff on equal footing with non-members, informing them of the ways their rights and experience as Church members can change (see Staff policy for details of this).
5. Maintain fairness throughout the Staff in compensation levels and working conditions.
6. Provide a safe (including emotionally safe) working environment that supports the welfare of our employees.
7. Give employees timely, periodic feedback on their performance, opportunities to correct weaknesses and to improve their job-related skills.
8. Take corrective action with employees when necessary.
9. Keep a Personnel Manual and adhere to its procedures.
10. When practical, maintain a family friendly workplace.

5.03 Personnel Committee

In process 1-19-2015

In order to best fulfill its Policy on the Church as an Employer, the Board has established a Personnel Committee to advise it.

6.0 SAFETY

6.01 Disruptive Behavior

Board approved 9-20-2016

This policy exists to guide Church leaders when someone is engaging in disruptive behavior on Church grounds or at Church activities. The goal of this policy is to balance our desire to promote physical safety and an atmosphere conducive to spiritual growth, with individual rights of expression and participation.

Board Level

When anyone observes or experiences an individual or group engaging in activities which seem to endanger persons or property, disrupt programs, endanger the Church's reputation or diminish its appeal to potential and existing membership, or such activities are reported to the staff or leaders, the following responses should be made.

1. If there is active danger to persons or property, illegal activity, or other imminent threat, any person may ask the threatening person to leave, close down the activity, or call the police. The open display or use of weapons, except by uniformed personnel on duty, is always deemed an active danger and the person carrying the weapon should be asked to leave.
 - a. All such incidents should be documented in the Church Incident Log found in the Church Office.
 - b. One of the ministers should make a pastoral response to the persons involved in the incident.
 - c. The Executive Team should review all incidents promptly and follow up if necessary, including conducting needed training or outreach, writing new staff or safe Congregation policies, or suggesting new Board policy if it seems warranted.
 - d. Verbal threats of violence against persons are not tolerated and the person doing the threatening should be told to leave the campus.
2. If the incident does not rise to the level of danger, illegal activity, or threat, it should be reported to the ministers promptly.
 - a. One of the ministers, in consultation with the other, may make a response to the individual or group. A response made by a minister may be appealed to the Healthy Community Committee, which will meet with the ministers about the issues involved but deliberate and communicate their response to appropriate individuals without them.
 - b. The matter may be directly referred to the Healthy Community Committee, which will meet with one or both ministers and create a response to the disruption. Decisions of the Healthy Community Team may not be appealed.
3. The Church's ministers, staff and leaders will not retaliate against anyone who brings forward a complaint about disruptive behavior.
4. The Church leadership and staff will make every reasonable effort to maintain confidentiality by disclosing the identity of the individuals involved in a complaint only on a "need-to-know" basis and as necessary to investigate and resolve the complaint. Anonymous complaints are discouraged and it is often not possible to resolve them. It will usually be necessary for all parties in a complaint to be named to resolve the situation.
5. Professional Misconduct (disruptive behavior by ministers or staff professionals) is handled in the Professional Misconduct policy (Policy 6.05). Any conduct of this nature should be immediately

brought to the attention of the Senior Minister (regarding all staff) or President of the Board (regarding the Senior Minister).

Healthy Congregation Committee

1. In determining a response to a dangerous or disruptive behavior, the following will be taken into account:
 - a. Dangerousness and the likelihood of harm to persons or property;
 - b. Disruptiveness, or how much interference with Church programs is going on,
 - c. How much understanding /control the person seems to have over their behavior, whether the behavior and reasons for concern have been discussed with the person or group and whether it is possible for them to modify their behavior.
 - d. The ministers/Healthy Congregation Committee may consult with a therapist, the police, or other professional if it seems necessary.
2. Possible responses to disruptive behavior include:
 - a. Discussing the problem with the offending individual(s),
 - b. Making a participation agreement with the individual(s), (
 - c. Banning the individual(s) from the kinds of activities they don't manage well,
 - d. Banning the individual(s) from all activities at which no staff is present, (5) banning them from the property, and
 - e. Recommending to the Board that they be removed from membership (.
3. All responses made by the Healthy Congregation Committee to disruptive individuals or groups should be generalizable to similar situations.
4. All responses to disruptive persons should be logged in the notes of the Healthy Community Committee with names and in the Church's Incident Log without names.
5. The Committee chair should read through past years' responses and issues so that if similar issues or the same individual come to the attention of the Committee, the past record will be known.

6.02 Threats, Violence, and Harassment

Board approved 9-20-2016

Maintaining a Respectful and Caring Congregation is a priority for First Unitarian. The programs at First Unitarian Church are run in such a way as to minimize the possibility that persons will experience violence, threats, or physical, sexual, verbal, or emotional abuse by anyone on the property. (The Church's Personnel Policy governs all incidents which involve Church staff and they should be reported to the Senior Minister, or the President of the Board if the incident involved the Senior Minister)

Board Level

Threats and Violence

1. Threats, threatening behavior, or acts of violence on Church property are not tolerated. Anyone who verbally or physically threatens another, exhibits threatening behavior, or engages in violent acts on Church property may be removed from and will remain off Church property pending the outcome of an investigation by the appropriate body:
 - a. By the Staff (in the case of renters, guests, and vendors)

- b. By the Ministers with the help of the Healthy Community Committee (in the case of persons in the Church community)
2. Follow-up action may include removal from membership, banning from the property, reporting the offense to the vendor or renting organization, and any legal action, as appropriate.
3. Any person who witnesses or experiences threats, or physical or verbal violence from any person while on Church property should intervene if it seems safe to do so, call on staff if staff is available, or call 911 if there is danger of harm to persons or property. They should report the situation to a member of the staff or Board, who will document it in the Church's Incident Log and refer the matter to appropriate staff, supervisors, or Healthy Community Committee.
4. The display of a weapon, except by a law officer on duty is considered threatening behavior and not permitted. The carrier of a visible weapon should be informed of this policy and asked to leave the property, no matter their stated intentions, and 911 should be called if they do not leave.

Harassment and Abuse

Any situation that anyone believes constitutes physical, sexual, verbal, or emotional abuse or harassment should be reported to a minister, member of the Healthy Community Committee, or Board Member.

- a. Any of these persons is authorized by the Congregation to put an immediate stop to the situation.
- b. If illegal activity is occurring, these persons are further authorized (required, in the case of danger to a minor) to notify the proper authorities.
- c. These events should be documented in the Church's Incident Log and their resolution in the minutes of the appropriate body.
- d. Upon investigation by the appropriate body, follow-up actions may include discussion with the offender about appropriate behavior, limits placed on their participation, contacting vendor organizations or renting bodies, banning from the property, and removal from membership.

Ambiguous Issues of Harassment or Abuse

These are situations in which the issue is not abuse but discomfort, fear, dislike, inappropriate behavior, problems with a person not competent to control themselves, or damage to group processes and relationships.

The Ministers and Healthy Community Committee have procedures ([Conflict Management Procedures and Guidelines](#)) to assist individuals to resolve difficulties or negotiate participation agreements (to stay out of each others' way). Anyone participating in Congregational activities is welcome to contact one of these entities to discuss the situation and possible ways to resolve it.

Threats, Harassment and Abuse in Electronic Communications

Persons participating in Church programs and leadership are expected to conduct themselves civilly and in accordance with UU values and the mission covenant of this Church online as well as in person.

Violations should be reported to the Healthy Community Committee.

6.03 Policy on Persons Required to Register as Sex Offenders

Board approved 9-20-2016

Our Congregational values direct us to respect all individuals. This means working to provide a safe environment for everyone at Church functions, and especially to protect children against sexual predators. It also includes persons who must register as sexual offender. We understand that not everyone required to register as a sex offender constitutes a particular danger to the Congregation, but because our society requires some former offenders to so register, this policy governs our response.

Board Level

1. If it becomes known that a registered sexual offender is a member of the Congregation, or if one approaches the Congregation's leaders desiring to participate in Church activities, the ministers will determine if the person was convicted of a sexual crime against a minor or an adult. The ministers will inform the Healthy Community Committee about this individual and about any participation agreements that may be developed with them. Other Church leaders may be informed on a need to know basis.
2. If the crime was committed against an adult, the ministers will be watchful for signs that the individual's presence at Church activities constitutes a threat, and if so, follow the Threats, Violence and Harassment Policy (Policy 6.01).
3. If the crime was committed against a minor, the ministers will initiate a mandatory conversation with the individual about the appropriateness of their participation in Congregational activities and determine whether it will be possible for the person to be allowed to participate in the activities of the Congregation. If the ministers believe that this would work, they will craft a participation agreement with the individual. If the decision is that we cannot safely go forward the individual will not be able to participate in the Congregation. An individual who disagrees with the decision or terms of the participation agreement may appeal to the Healthy Community Committee, whose decision will be final.
 - a. No person convicted of sexual crimes against a minor may volunteer in Church activities with children or teens either on or off of the Church campus. These activities include but are not limited to teaching in a class or chaperoning at an event.
 - b. A person who is on the sexual offender register because of crimes against a minor will be informed of our Non-volunteer Adult and Child Relationship Policy and asked to comply with this policy (found in the Child Protection Policies 6.04). They will be helped to find places in the Congregation in which they can relate to other adults and not be exposed to possibly problematic interactions with children and teens (i.e., covenant groups only involving adults rather than extended families, Sip n Sup rather than intergenerational parties).
 - c. The ministers have the authority to terminate an agreement if in their judgment the individual appears to be violating its terms. Following termination the individual must leave the Church property and immediately cease their participation in Church activities. The individual may appeal the decision to terminate an agreement to the Healthy Community Committee, whose decision will be final.
 - d. Because the consequences of a violation of this agreement are potentially so serious, no warnings, second chances, or excuses are permitted. It is the responsibility of the registered person to give no cause for complaint or misunderstanding. The reasons for termination of an agreement may include those that are not the fault of the registered person. For example,

insufficient staffing or the absence of a Church member serving as the person's sponsor may be cause for termination of an agreement.

- e. The RE staff will be made aware of all persons who participate in Congregational activities and are known to have committed offenses against minors.

6.04 Child Protection Policies

Under construction 9-20-2016

These Board policies are created to address the special level of care and protection of children participating on our religious education programs, especially from sexual abuse from adults staffing and volunteering in our programs.

These policies include the following areas:

- General Policies for Staff and Volunteers
- Background Checks
- The "Two Adult" Rule
- Staff/volunteer Ratios for child safety and other policies
 - Childcare (outside of Sunday morning)
 - Reporting Requirements
 - Drivers
 - Non-Volunteer Adult Relationships with Children
 - On Line and Social Media

6.05 Professional Misconduct Policy

Board Approved 9-20-2016

This policy guides Church leaders in the situation where professional misconduct is alleged. (Relating to Ministers, interns, Religious Educators, Professional Musicians, and Administrative Professionals)

Board Level

Ministers and Interns

1. All ministers, interns, and ministerial residents at First Unitarian have agreed to abide by the Code of Conduct of the Unitarian Universalist Ministers Association. This code may be found at www.uuma.org. This code of conduct prohibits most sexual, sexualized, or romantic relationships between the minister or intern and persons they serve in ministry and forbid sexual harassment of all kinds.
2. Ministers are also prohibited from using their position of authority for their personal gain.
3. If anyone believes that a minister working at First Unitarian has violated the Code of Conduct, they should contact the Senior Minister, or if the issue is with the Senior Minister, the President of the Board, who should be immediately in contact with the UUA, through the process outlined on the UUA's website. The complainant may also contact the UUA directly.

Other Professionals

1. All professional staff is held to high standards of conduct and often to their own professional codes of practice. All complaints relating to staff, be they complaints about ethics or complaints about performance, should be brought to the attention of their supervisor or the Senior Minister. If the complaint is a matter of ethics, the Senior Minister's actions or decisions may be appealed to the Board.
2. All complaints about ministerial or lay staff will be heard in confidence, however, it is likely that action can only be taken if the complainant is willing to be named. Whether or not complaints can be immediately acted upon, it is very helpful for the Church to know about all complaints. For example, please tell us if you feel that someone has violated ethical standards, even if you are not willing to come forward publically.

6.06 Privacy Policy

Board approved 9-20-16

This policy exists to outline the privacy policies which apply to Church publications and member information.

Board Level

1. Because maintaining privacy of personal information of all those who come in contact with the Church is an important aspect of a healthy Congregation, the Board instructs the staff to create and administer privacy policies about member information and financial information.
2. We do not sell or rent this personal information to other organizations, including other UU organizations.

Staff Level (publications)

1. All areas of the website which contain personal information of leadership members will be password protected, except that email addresses may be published with permission. (The Church can also assign a uuabq address to those who want to be contactable without publishing their personal email address.)
2. Anyone whose picture appears on the website who does not want it there may request that it be removed or blurred.
3. Parents who do not want their children photographed will notify the Church.
4. The Official Membership Directory is located on a password protected part of the Church's website.
5. The staff updates the Membership Directory regularly.
6. Members who do not wish their personal information published may opt out by communication with the office.
7. The Membership Directory is to be password protected and carries a notice proclaiming that it may not be used for commercial purposes or for mass mailings of any kind.
8. Members and Friends who call the office asking for information about other members are given whatever appears in the Directory. When persons not from the Congregation want to make contact with members, their information is taken and sent to the member who will decide him/ herself about making the contact.

9. The Church calendar contains items which may cause security concerns for some individuals. Therefore, it is also password protected.
10. The password is available to members, friends, and staff only.

Staff Policy (financial information)

This matter is covered in the [Financial Policies 2.07](#).

6.07 Healthy Community Committee

Board approved 9-21-16

The purpose of this policy is to guide the work of the Healthy Community Committee. The Board establishes this Committee to assist it in establishing and maintaining a Congregation that is safe, communicates well, and deals competently with conflict.

Board Level

General

1. The Healthy Community Committee consists of at least one Board member, 2-4 other Church members, and at least one of the ministers.
2. The Board appoints all members and the chair.
3. The committee membership is determined each year in February. Members serve two-year terms and may only serve two terms (total for 4 years) before taking at least one year out.
4. All members will agree to keep appropriate confidences.
5. The Committee meets at least four times a year, using the Church's open meeting rules (Article 1 Section 07).

Responsibilities

1. The HCC is responsible for creating and overseeing the implementation of the "Safe Congregation" policies, which protect vulnerable persons in our community from abuse.
2. The HCC is responsible for monitoring the Congregation as a whole for healthy communication and conflict resolution practices and for providing educational resources and experiences on these topics.
3. The HCC is responsible for maintaining and publicizing a conflict resolution process for the following kinds of conflicts:
 - a. Two or more individual members in conflict with each other,
 - b. Conflict within a Congregational team, committee, activity, or social group,
 - c. Conflict between teams, committees, activities or social groups,
 - d. Conflict of a member or group within the Congregation with the Senior Minister.
4. The HCC is not responsible for the following kinds of conflict:
 - a. Conflict between a member or group and any Staff member other than the Senior Minister. These conflicts should be referred to the employee's supervisor.
 - b. Conflict which involves persons not a part of the Church's community of members and participants. The Staff handles conflict with renters, suppliers, neighbors and contractors.

5. The HCC is instructed to maintain and publicize a conflict resolution process, which utilizes volunteer professionals from outside the committee. This Committee is not expected to involve itself in conflict resolution.

7.0 BUILDINGS AND GROUNDS

This policy defines how Church buildings and grounds are used and cared for.

7.01 Use of Church Facilities

Board approved 3-15-2016

The purpose of this policy is to define the types of activities conducted on Church campus facilities by members, users, and renters.

Board Level

1. The Board directs the Staff to give priority to and schedule the use of Church facilities primarily for Church activities.
2. The Board delegates to the Staff the authority and responsibility to manage the buildings and grounds of the Church to further the mission of the Church.
3. The Staff is directed to manage these resources in a fair, consistent and transparent way. All users of Church property are expected to abide by the Safe Congregation Policy.
4. Any activities using Church facilities when childcare is provided shall adhere to the Child Protection Policy
5. Users of Church property including renters must adhere to the [Church Alcohol Use Policy \(7.02\)](#).
6. Facilities may be rented to other organizations that are not in conflict with the Church's values, mission, and principles.

7.02 Alcohol Policy

Board approved 3-15-2016

The serving and consumption of alcoholic beverages on Church property is allowed under strict limitations in order to safeguard the wellbeing of Church members, Staff and guests, to ensure compliance with state and local laws and regulations and to minimize risks for and limit the liability of all parties. The Board delegates to the Staff the authority to permit or not permit alcohol at its discretion.

When such permission is granted, the organization or individual hosting the event assumes responsibility for keeping the event safe and ensuring that participants and guests adhere to the Church alcohol use policy and to state and local laws, ordinances and regulations.

1. Events held by Church groups on Church property (including property rented for Church use)
 - a. Advance notice must be given to the office when alcohol is going to be served at an event, and organizers must agree to read and follow the policy they are given.
 - b. Groups serving alcohol regularly must read and agree to follow the policy once yearly.
 - c. Attractive alternative beverages must also be served whenever alcohol is served.
 - d. A donation may be collected, but no alcohol may be sold.
 - e. If minors are present, special care must be taken to see that they do not consume alcohol.
 - f. Inebriated persons may not be served alcohol and must be discouraged from driving.

2. Events held by Church groups off Church property (excluding property rented for Church use)
 - a. The Church explicitly excludes from the purview of its alcohol policy events hosted off campus even if the events support the programs and purposes of the Church.
 - b. If the host of such an event chooses to serve alcoholic beverages at such an event, the host assumes all liability therefrom.
3. Alcohol use by renters and other non-Church groups is not permitted unless:
 - a. Permission has been granted to serve alcohol for ritual purposes (e.g. communion).
 - b. Permission has been granted for a catered event and the caterer takes responsibility for the serving of alcohol.
 - c. The caterer must be a licensed server of alcoholic beverages and must serve in compliance with applicable rules and regulations. The caterer must provide evidence of liquor liability insurance.

7.03 Buildings and Grounds Committee

Board approved 3-15-2016

The purpose of this policy is to guide the work of the Buildings and Grounds Committee. The Board establishes this committee to assist it in its responsibility of seeing to the upkeep, utility, and attractiveness of the Church's indoor and outdoor spaces.

Board Level

1. The Buildings and Grounds Committee consists of at least one Board member or liaison, and at least 2 other members of the Church community. The Director of Finance and Operations assists this Committee with its work when requested.

Buildings and Grounds Committee Level

1. To advise the Board on the ramifications of all proposals to remodel or make structural changes in any of the Church's buildings or hardscape, or to dramatically change the landscape.
2. To suggest major priorities for major building and grounds upgrades and maintenance (anticipated cost, over \$5,000) to the DFO and to assist the Board in prioritizing the lists during budget creation.
3. To assist the Board in making decisions about unbudgeted maintenance and upgrade projects whose anticipated cost is more \$5,000.
4. To assist the DFO and other staff in managing volunteers and work days for the building and grounds.
5. Provide advice to the Board and staff regarding expenditures from the Capital Reserve account used for repair, renovation and renewal of Church property.

7.04 General Display Policy

Board approved 3-16-2016

The purpose of this policy is to protect Church property while allowing appropriate signage to be displayed for the benefit of property users.

Board Level

1. Staff is directed to maintain bulletin boards and other places where signage is posted.
2. No postings are to be placed on glass surfaces.
3. All signage in RE Buildings and rooms is at the discretion of the RE Director.

7.05 Social Hall Display Policy

Board approved 3-16-16

The purpose of this policy is to balance the needs of Church users of the social hall with its community and rental users, as well as create balance among Church users of the social hall so that the room is always attractive and welcoming.

Board Level

1. Only Church groups may set up displays in the Social Hall for coffee hour.
2. All displays used for coffee hour must be dismantled after coffee hour, leaving only tables for Staff to put away with these exceptions:
 - a. There is always an Art Show on north and south walls.
 - b. Two Movable Partition Walls are used by major programs for visual displays showcasing the Churches activities, programs, and outreaches, or for Church leaders to get information out to the Congregation. One wall is permanently assigned to the Social Justice Council. The second may be reserved for 1-4 weeks by major Church programs by contacting the office. These Partition Walls may stay up during the week unless renters or Church programs using the social hall ask to have them put away, which the Staff will do.
3. All proposals for other semi-permanent displays to be set up in the Social Hall must come to the Board.
4. The Board retains the right to have any display removed if, in its judgment, its presence counters the Church's overall mission.
5. It is the Board's expectation that the partition walls will be effectively used and kept up to date.

8.0 COMMUNICATIONS

The purpose of this policy is to establish guidelines for development and ongoing management of print and web-based publications and communications venues.

8.01 Publications

Board approved 3-15-2016

All communications will reflect the Church's Mission Covenant

Board Level

1. The Board desires the Congregation to operate in a healthy and democratic fashion and therefore sets the following policies for open and accessible communication. The Church Staff is instructed to develop a portfolio of communication and publicity instruments and opportunities to effectively communicate Church business, news, and program information to the members, friends, guests, youth and children of the Congregation, and to administer those instruments in a consistent, fair, and transparent way.
 - a. In developing policy, the Staff balances issues such as cost, effectiveness, impact on programs, and the protection of Church values and tax-exempt status.
 - b. All Church communications should demonstrate UU values and the Mission Covenant of the Church.
 - c. The Congregation chooses not to expend resources publicizing events and causes for other organizations, however worthy.
 - d. Any intellectual property posted on Church communications (sermons, pictures, etc.) may appear only by written permission of the owner, who retains all rights.
 - e. In general, all information distribution will be on a as requested basis. With no unsolicited distribution of materials or leafleting of vehicles.
 - f. Membership-wide emails and broadsheets may be sent when there is urgent, widely needed information in advance of regular distribution and must be the Head of Staff.
 - g. Sensitive information about individuals is only disseminated with their permission.
 - h. Web-based communications must adhere to the [Church's Civil Participation \(6.01\)](#) and [child protection requirements \(6.04\)](#).

8.02 Privacy Policy

Board approved 3-15-2016

This policy exists to outline the privacy policies which apply to Church publications and member information.

Board Level

1. Because maintaining privacy of personal information of all those who come in contact with the church is an important aspect of a healthy congregation, the Board instructs the staff to create and administer privacy policies about member information and financial information.
2. We do not sell or rent this personal information to other organizations, including other UU organizations.