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# **Board of Trustees Policies**

## **West Shore Unitarian Universalist Church**

*Adopted on December 3, 2020*

*Section 7. POLICY AMENDMENTS AND ADDITIONS Adopted on February 25, 2021*

*Section 6, Rule 3 Amended on March 25, 2021*

### **1. BOARD GOVERNANCE**

**1.1. Role of the Board.** The Board will govern primarily by discerning mission in collaboration with the congregation, planning for the future, partnering with the Senior Minister and staff, and acting on behalf of the congregation as set forth in Church bylaws Article V, Section 1.

**1.1.1. Annual Board Work Products.** In concert with the Senior Minister, staff, and congregation, the Board will produce and adopt:

- An annual short list of **Open Questions** about the Church's future, as the basis for ongoing planning conversation in the Board, with the Senior Minister and staff, and with congregation at large.
- An annual **Vision of Ministry** consisting of a short list of top priority areas where the Church will advance its work in the coming year, as a starting point for budgeting and staff planning.
- An annual **Evaluation** of the success or difficulties in achieving the prior year's Vision of Ministry.
- An annual **Mutual Performance Evaluation** of the Senior Minister's and Board's effectiveness in their respective roles.

**1.1.2. Less Frequent Board Work Products.** In concert with the Senior Minister, staff, and congregation, the Board will produce and adopt:

- A **Triennial Evaluation** of the Senior Minister's overall performance.
- A **Strategic Plan** to be updated every three to five years, consisting of a short list of the most important results the congregation intends to achieve through the Church's ministry,

and the strategic choices (regarding program, membership, capital and operating budgets, and staffing) the Board has made about how to achieve those results.

- A **Mission Statement** approved by the congregation and based on broad congregational input, to be updated as needed, that articulates the Church's purpose and related statements to communicate the reasons for the Church's work.

**1.2. Board Officers.** In addition to the duties defined by the bylaws, the officers have the responsibilities noted below.

**1.2.1. Officers Currently Serving as Elected Trustees:**

- The **President** prepares the Board's agenda, facilitates or arranges for facilitation of Board meetings, and works in collaboration with the Senior Minister to ensure productive partnership between the Board and staff. The President also ensures that an effective "on-boarding" process occurs for new trustees.
- The **Vice President** generally assumes the role of president elect, and partners with the current president in preparation for becoming the next President.
- The **Secretary** ensures the safety and accuracy of Board records, including the minutes and these policies. In cooperation with the staff, the Secretary sees that minutes and Board policies are promptly posted on the Church website and Realm.

**1.2.2. Officers Appointed by the Board to Serve as Non-voting Advisors to the Board:**

- The **Treasurer** supports fulfillment of the Board's financial oversight responsibilities by working with the staff to ensure that appropriate financial reports are made available to Trustees on a timely basis. The Treasurer chairs the Finance Committee and is responsible for scheduling the annual financial audit or review.

- The **Historian** maintains the archives of the Church and responds to requests from congregants for historical information.

**1.3. Board Committees.** Committees exist to help the Board to govern and not for administration, program management, or to make decisions on the Board's behalf. To manage programs, finances, and operations, the Church uses Ministry teams responsible to the staff. The standing Board committees are:

**1.3.1. Finance Committee.** Supports the Board in achieving its Annual Vision of Ministry and fulfilling its financial and fiduciary responsibilities. The Board has oversight responsibility for the congregation's finances. The Finance Committee monitors compliance with finance related policies, ensures that routine financial reports are clear and helpful, and coordinates the annual audit or review. The committee has no management authority and does not participate in day-to-day financial decision making. The Senior Minister (or their designee) provides the financial reporting and information needed to support the work of the committee.

**1.3.1.1. Committee Structure.** The committee is composed of up to five members, including the Board-appointed chairperson / treasurer, plus an ex-officio member who may be added by the chairperson to provide institutional knowledge and/or expertise. The chairperson appoints committee members in consultation with the Board, and serves as liaison from the committee to the Board. All committee members including the chairperson serve three-year terms, renewable once. A member would be eligible to serve another term after two years off the committee. The chairperson may assign shortened terms as needed to assure that a staggering of terms provides for consistency in the work of the committee, and that needed financial expertise is represented in committee membership.

**1.3.1.2. Educational Role.** At least annually, the committee holds educational sessions to ensure that Trustees have adequate understanding of the congregation's financial status and goals.

**1.3.1.3. Budgeting.** Annually, the committee provides suggested Church and Child Care Center operating budget process considerations, with any recommended changes from the prior year submitted for Board approval no later than the Board's February meeting.

**1.3.1.4. Investments.** At least annually, the committee reviews the status of all endowment and other investment funds in accordance with section 1.6., and reports its findings to the Board.

**1.3.2. Governance Committee.** Advises the Board in developing and maintaining processes that ensure effectiveness in meeting the Board's responsibilities as defined in the bylaws and Board policies.

**1.3.2.1. Committee Structure.** The committee is composed of three Trustees, and the immediate past Board President serving as an ex-officio Trustee. The current Board President is responsible for appointing one committee member from each group of three Trustees based on their remaining terms on the Board. The convener of the committee is either the past Board President or the Trustee in the third year of their Board term.

**1.3.2.2. Main Areas of Focus.** The committee's main duties include advising the Board regarding:

- Revising and creating policy.
- Orienting and mentoring new trustees.
- Evaluating Board performance.
- Determining and providing for the educational needs of the Board.
- Nominating Trustees for Board officer positions.

- Developing and maintaining a perpetual agenda for Board work during the fiscal year.

#### **1.4. Expectations of Board Members.**

**1.4.1. Board Covenant.** The Board shall maintain a covenant of mutual expectations for Board service.

**1.4.2. Conflicts of Interest.** The Board expects all of its members to carry out their duties with undivided loyalty to the Church and its mission. A conflict of interest exists whenever a Trustee has interest or duties that may hinder or appear to hinder the Trustee in fulfilling these duties.

**1.4.2.1. Definition.** Conflicts of interest arise when a Trustee:

- Stands to gain or lose financially because of an action of the Church in which they have a decision-making role.
- Cannot set aside their personal preferences as an individual consumer of the Church's services to act on behalf of the whole Church and its mission.
- Faces any other situation that impairs or reasonably appears to impair their independence of judgment.
- Has a close relationship with someone who has a conflict of interest, as defined above. A close relationship includes any person, corporation, or other business entity with which the Trustee has a close personal, family, or business relationship.

**1.4.2.2. Conflict of Interest Disclosure.** In a timely fashion, each Trustee will disclose any conflict of interest, or situation that could appear to be a conflict of interest, regarding any matter under discussion by the Board.

**1.4.2.3. Conflict of Interest Process.** When a Trustee reports a potential conflict of interest related to a matter before the Board, the Board will determine how handle the situation. Possible responses include:

- Disclosure in Board minutes of the nature of the conflict.

- Leaving the room during all Board discussions and votes related to the conflict of interest.
- Resignation from the Board.

**1.4.3. Removal of Trustees.** The President, or Vice President if the President is the person under consideration for removal, will convene a closed session of all Trustees except the person under consideration for removal. This discussion will examine whether a warning of potential removal, or actual removal, is appropriate. If the latter, the Board will move into open session for a vote on removal in accordance with bylaws Article 5, Section 5.

**1.5. West Shore Child Care Center.** The mission of the West Shore Child Care Center, as a program of the Church, is to promote the well-being of children in our community by providing quality, affordable child care and by supporting their families.

**1.5.1. Board of Trustees Responsibilities.** The Board will review and annually approve the budget of the Child Care Center. The Board will also designate a trustee to serve as a member of the Center's Advisory Committee.

**1.5.2. Senior Minister Responsibilities.** The Senior Minister is responsible for hiring the Child Care Center Director in consultation with the Board. The Senior Minister is also responsible for the supervision of the Child Care Center Director.

**1.5.3. Child Care Center Director Responsibilities.** The Child Care Center Director will manage the affairs of the Child Care Center, and ensure that the Center maintains all required licenses and accreditations from governmental agencies. The Child Care Center Director, in consultation with the Senior Minister, selects an Advisory Committee composed of parents of children served by the Center, and members of the Church.

**1.5.4. Child Care Center Parent Advisory Committee.** The Parent Advisory Committee meets at least quarterly with the Director of the

Child Care Center to provide input regarding the nature and quality of the programs and services provided by the Center.

**1.6. Endowment and Other Investment Funds.** Endowment funds include all Church funds intended to be held in perpetuity to provide a long-term stream of income to the Church. The Board places funds as endowments either by accepting gifts restricted by the donor to endowment use or by voluntarily placing funds as endowments (quasi-endowments).

**1.6.1. Investment Guidelines.** The Finance Committee will maintain a set of investment guidelines approved by the Board, and propose changes as needed for Board approval.

**1.6.2. Annual Review.** At least annually, the Finance Committee will review the status, and report to the Board, regarding all endowment and other investment funds to ensure consistency with current UUA guidelines for socially responsible investing and any additional Board approved investment guidelines.

**1.6.3. Endowment Spending.** The investment guidelines maintained by the Finance Committee and approved by the Board must include limitations on endowment spending. No more than 5% of a fund restricted by the donor to endowment may be spent or transferred to operating funds in any fiscal year.

## **2. DELEGATION TO THE STAFF**

**2.1. Global Delegation to the Head of Staff.** The Board hereby delegates all of its authority to manage the work and resources of the Church, except as expressly limited by these policies, to the Senior Minister as head of staff.

**2.2. Coordinating Team.** The Senior Minister manages the work of the Church in collaboration with a Coordinating Team composed of the Senior Minister, five paid staff each serving as a co-leader with one of five volunteer Ministry Associates representing the five councils (groupings of

Church teams and task forces), and additional at large members. The Senior Minister is responsible for appointing all Coordinating Team members. The Board expects the Coordinating Team, individually and jointly, to:

- Lead and unify the paid and volunteer staff in directing their efforts toward the fulfillment of the Church's mission and goals.
- Ensure compliance with the bylaws, Board and Ministry policies, and applicable laws and regulations.
- Uphold a high standard of ethical and professional conduct.
- Support the accomplishment of the goals contained in the Annual Vision of Ministry by developing annual goals for its work as a team.

**2.3. Staff Accountability.** All staff members are accountable to the Senior Minister, who is accountable to the Board for their performance.

### **3. GUIDANCE AND LIMITATIONS**

**3.1. Personnel Decisions.** Senior staff are those staff members reporting directly to the Senior Minister. The Board expects the Senior Minister to take the lead in the selection, hiring, supervision, and discharge of all paid staff.

**3.1.1. Hiring Senior Staff.** Before filling Senior Staff positions, the Senior Minister must nominate a search committee as part of the hiring process. The Board will be notified of the Senior Minister's choice of hire. In the special case of hiring Ministers, the Senior Minister will present the Minister candidate to the Board for their affirmation. The Senior Minister and Board will together present the successful Minister candidate to the congregation.

**3.1.2. Hiring Non-senior Staff.** In hiring non-senior positions, the Senior Minister will decide whether to directly do this or delegate responsibility to another senior staff person. Searches for non-senior staff positions must involve consultation with relevant lay leaders and others. The decision to hire must be approved by the Senior Minister.

**3.1.3. New Positions.** New positions are normally created through the budget process. The Senior Minister may create and fill temporary positions, provided that they can be funded within established budgetary limits.

**3.1.4. Employment at Will.** All paid staff are employees-at-will, unless the Board approves the terms of a contract that states otherwise.

**3.1.5. Discipline and Termination.** Prior to discharging a paid staff member, the Senior Minister must ensure that the decision complies with applicable laws, contracts, and the Employee Handbook. The Senior Minister must promptly notify the Board when an employee has been terminated.

**3.2. Care for Paid Staff.** The Church intends to provide a safe, respectful, and inspirational workplace environment to promote high staff morale and productivity.

**3.2.1. Supervision and Evaluation.** Each employee will be assigned an immediate supervisor, who will provide an up to date job description and complete an annual process of goal setting and performance review. Individual staff goals and performance reviews are confidential, to be shared only as necessary to support Church decision making or as required by law.

**3.2.2. Compensation and Benefits.** As part of the annual budget process, there will be a review of compensation and benefits for all paid staff, and recommended adjustments for the coming year.

**3.2.3. Employee Handbook.** The staff will maintain an up to date Employee Handbook that complies with all applicable legal requirements. The Employee Handbook must provide adequate policies to give practical effect to the following principles:

**3.2.3.1. Nondiscrimination.** The Church does not discriminate because of race, color, age, sex, marital status, sexual orientation, gender identity and expression, disability, national origin or ancestry, economic status, union membership, or political affiliation. Religious opinion and affiliation may be considered only to the extent that it may be a bona fide occupational requirement, or may prevent an employee from being fully supportive of the Church's mission and values.

**3.2.3.2. Harassment.** The Church is committed to maintaining a work environment that is free of harassment. Harassment of any kind, including sexual harassment, is absolutely prohibited, and allegations of harassment must be reported and acted upon promptly.

**3.2.3.3. Grievances.** There must be a grievance process in place to protect the right of staff to raise concerns about working conditions without fear of retaliation. The grievance process must include a protocol involving a grievance with the Senior Minister.

**3.2.3.4. Whistleblower Protection.** The Church prohibits retaliation against employees or other persons who in good faith report:

- A suspected violation of law, such as harassment, fraud, or misappropriation of Church assets,
- A suspected danger to public health or safety, or
- Suspected violations of these policies.

An employee who retaliates against anyone who has made such a report is subject to discipline up to and including termination of employment.

**3.3. Care for Members and Guests.** The Church intends to provide a congregational environment that is safe, caring, respectful, welcoming, and inspirational for members, guests, program participants, and other people affected by the Church.

**3.3.1. Health and Safety.** The staff must strive to ensure that all Church programs are safe for participants and staff, that facilities are maintained in a safe, sanitary, and secure condition, that required licenses and inspections are maintained, and that hazards are corrected promptly.

**3.3.1.1. Smoking.** The Church prohibits smoking of any kind on Church property.

**3.3.1.2. Alcohol.** It is acceptable to serve beer and wine at Church events. All other alcoholic beverages must be approved by the Senior Minister or their delegate. The approval process requires submitting a written request to the Business Administrator at least 30 days prior to the event. The request will then either be approved or denied by the Senior Minister or their delegate.

**3.3.2. Emergency Planning.** The staff must provide and periodically update a written plan for responding to reasonably foreseeable issues and emergencies. These include, but are not limited to, accident, illness, fire, toxic conditions, threatening weather conditions, threatening communications, power outages, water line disturbance, natural disasters, threatening intrusion, kidnapping, firearms on the premises, or the need to evacuate the facility. Because we have young children in our building much of the time, the Church staff and Child Care Center staff must collaborate in assuring that emergency related policies and procedures are compatible, and that cooperative action will take place in any emergency.

**3.3.3. Child Protection.** Because of the Church's special responsibility for children and youth in its care, the staff must write and maintain clear procedures for the selection, training, and supervision of anyone who works with persons age eighteen and younger.

**3.3.4. Conflict Resolution.** When a member of the Church experiences a Church related conflict with another member, friend, staff member, or agent of the Church, and both parties to the conflict are agreeable to engaging the help of an ad hoc CARE Covenant Team to facilitate resolution of the conflict, the Senior Minister may appoint such a team. This team should be composed of up to three Church members with expertise in conflict resolution.

**3.3.5. Disruptive Behavior.** While openness to a wide variety of individuals is one of the prime values held by West Shore Unitarian Universalist Church and expressed in our Unitarian Universalist principles, we affirm that we must maintain a secure atmosphere where such openness can exist consistent with the well-being of our church community. When any person's physical and/or emotional well-being is threatened, the source of this threat must be addressed firmly and promptly, even if this ultimately requires the expulsion of the offending person or persons.

Disruptive behavior of an individual in the Church building, on Church grounds, at Church endorsed activities, or through communication including, but not limited to, email, regular mail, phone, or through social media may take one or more of the following forms:

- Perceived threats to the safety or well-being of any adult or child through such behaviors as bullying, intimidation, sexual harassment, or verbal abuse.
- Disruption of Church activities.
- Degrading the experience of the Church to its members, friends, and guests.

**3.3.5.1. Reporting Disruptive Behavior.** Any person who believes that they have witnessed or experienced disruptive behavior, or has had a disruptive behavior incident reported to them, should report it to the Senior Minister(s) or any Church trustee. The Church will not retaliate against anyone who brings forward a complaint. While the Church cannot guarantee absolute confidentiality, it will make every reasonable effort to maintain confidentiality, it will make every

reasonable effort to maintain confidentiality by disclosing the identity of the individual(s) only on a “need-to-know” basis and as necessary to investigate and resolve the complaint.

**3.3.5.2. Immediate Response.** If an immediate response is required, this will be undertaken by the Senior Minister, if available, or an individual witnessing or experiencing the disruptive behavior. This may include asking the offending person or persons to leave, or suspending a meeting or activity until such time that it may be safely resumed. If further assistance is required, the Police Department may be called. Any time such actions are undertaken without the involvement of the Senior Minister, they should be notified. The Senior Minister must ensure that a follow-up letter detailing the offense and the action taken because of the offense is sent to the president of the Board of Trustees.

**3.3.5.3. Evaluation of the Situation.** Whether or not the situation requires an immediate response, the Board of Trustees will either take up the issue directly, or appoint an ad hoc task force, to investigate the situation. In either case, the evaluation process will involve determining:

- Danger – is there a threat or perceived threat to persons, property, or the Church itself?
- Degree of disruptiveness – how much interference with Church functions is occurring?
- Degree of offensiveness – how likely is it that prospective or existing members will be driven away by the disruptive behavior?

The Board or an ad hoc task force will assess the necessary response on a case-by-case basis, taking into consideration:

- Causes – why is the situation occurring?
- History – what is the frequency and degree of disruption in the past?
- Probability of change – how likely is it that disruptive behavior will not recur?

**3.3.5.4. Optional Preliminary Levels of Response.** If an ad hoc task force has been appointed, after investigating the situation it has two options:

1. Notify the Board that it is referring the situation to a CARE Covenant Team to implement a conflict resolution process. The ad hoc task force will provide both the Board and the CARE Covenant Team with their confidential assessment of the situation. The CARE Covenant Team will attempt to engage the parties involved in the situation in a conflict resolution process. The CARE Covenant Team will determine whether or not it feels that the situation has been resolved through its efforts, and will confidentially report its assessment in writing to the Board.
2. Confidentially report the findings of its investigation directly back to the Board in writing.

**3.3.5.5. Concluding Levels of Response.** The Board, in consultation with the Senior Minister, has four options of progressive action. The Board may respond at whatever level it deems appropriate. These options are:

1. Engage the services of a CARE Covenant Team in the same manner as noted above, where this attempt at conflict resolution has not already occurred.
2. Determine and communicate to the offending individual(s) the Board's degree of concern about the disruptive behavior, and the expectation that their disruptive behavior will not recur.
3. Determine that the offending individual(s) needs to be excluded from the Church, or from specific Church activities, for a limited period of time, with the reasons for such action and the conditions of return made clear in a written notification.
4. Determine that the offending individual(s) needs to be removed from membership and, if appropriate, excluded from the Church premises and all Church

activities. Notification of such a decision will be made in writing, and will reference the Church's bylaws, Article II, Sections 3 and 4, that define the rights of the offending individual(s) regarding termination of membership.

**3.3.6. Harassment.** Employees, volunteers, and agents of the Church are specifically prohibited from acts of harassment against any member or participant in Church activities, or any employee or applicant for employment. Harassment of any kind, including, but not limited to, race, color, religion, sex (including pregnancy, sexual orientation, and gender identity), national origin, disability, age, or genetic information, is prohibited.

**3.3.7. Firearms.** The Church prohibits anyone other than law enforcement officials from carrying a firearm on Church property.

**3.3.8. Building Security.** The staff must strive to ensure that access to the Church building is limited to those who have legitimate business there.

**3.3.9. Universal Access.** The Church intends to make its premises and activities safely and conveniently accessible to persons with disabilities. The staff must strive to ensure that Church facilities, programs, and policies meet or exceed all applicable legal requirements, and that the Church engage in continual learning and improvement in this area.

**3.4. Care for Material Resources.** Paid staff must take all reasonable care to prevent harm to the Church's financial assets, property, credit, and tax exemptions, and develop administrative practices and procedures designed to prevent such harm, and the Senior Minister must report promptly to the Board on any significant shortcomings in their implementation. All policy statements below in section 3.4. apply to both the Church and Child Care Center.

**3.4.1. Operating and Capital Budgets.** The Senior Minister will present a two-year operating budget and a five-year capital budget

(the latter budget for the Church only) for approval by the Board annually at its May meeting.

**3.4.1.1. Payroll Funding.** Salaries and benefits of permanent full time employees must come from reliable, sustainable funds.

**3.4.1.2. Relationship to Plans.** Proposed budgets must be based on the Annual Vision of Ministry and any strategic plan currently in effect. The Senior Minister must, when presenting a budget, express an opinion whether it is adequate to fulfill the Annual Vision of Ministry.

**3.4.2. Spending Authority.** The Senior Minister (or their designee) controls and is responsible for all spending out of Church and Child Care Center accounts, subject to the following limitations:

**3.4.2.1. Restricted and Designated Funds.** Donor restricted funds may not be used in violation of donor restrictions, and Board designated funds may not be used in violation of Board imposed designations. The Board may change Board imposed designations at its discretion.

**3.4.2.2. Cash Reserves.** Cash operating reserves (non-donor restricted funds) of the Church may not fall below 15% of the annual budgeted expenditures of the Church, and cash operating reserves of the Child Care Center may not fall below 5% of its annual budgeted expenditures, without Board approval.

**3.4.2.3. Compensation Changes.** Board approval is required to change compensation for any full time staff position or to change the basis on which benefits are calculated. Normally the Senior Minister will propose such changes only in the course of the regular budgeting process.

**3.4.2.4. Deviations from Budget.** The Senior Minister is responsible for anticipating and preventing spending in excess of the overall budget. If any material deviation from annual budgeted spending is foreseen, the Senior Minister must inform the Board at its next meeting and recommend options for adjusting the budget. A material deviation is defined as an amount greater than \$10,000 of a budget line item.

**3.4.3. Cash and Non-cash Gift Acceptance.** Section 3.4.3. applies to gifts not associated with pledges. All non-cash gifts, including securities, real estate, and personal property must be promptly converted into cash upon receipt, unless the Senior Minister approves acceptance of a gift of personal property in kind. The Senior Minister (or their designee) is responsible for acknowledging to the donor all non-anonymous gifts to the Church, and must ensure that any donor restrictions are consistent with the values and mission of the Church prior to accepting the gift. The following additional limitations apply:

**3.4.3.1. Gifts Under \$5,000.** The Senior Minister (or their designee) must approve acceptance of all such gifts.

**3.4.3.2. Gifts of \$5000 or Greater.** Such gifts must be reported to and accepted by the Board. The Board must acknowledge to the donor such gifts unless given anonymously.

**3.4.4. Accounting and Financial Standards.** Church accounting and financial controls must conform to accepted best practices for churches of comparable size, including:

**3.4.4.1. Cash Management.** The Senior Minister (or their designee) must maintain written procedures governing all cash related transactions including but not limited to:

- the handling of receipts,
- access to cash and bank balances,
- approval of expenditures,
- payment of invoices and other obligations, and

- management of invested funds.

**3.4.4.2. Separation of Functions.** The functions of record keeping, bank reconciliation, and cash receipts and disbursements must be under the control of separate, unrelated persons.

**3.4.4.3. Approval Authority.** Board officers, the Senior Minister, the Business Administrator, and the Finance Manager are authorized to approve cash disbursements. At least one authorized individual must approve all cash disbursement. Two unrelated authorized individuals must approve any disbursement of \$3,500 or more that is not part of an existing contract or related to normal payroll expenses.

**3.4.4.4. Fund Accounting.** The staff must take care to distinguish donor restricted, temporarily restricted, Board designated, and unrestricted funds.

**3.4.5. Asset Protection.** The Senior Minister must take all reasonable care to ensure that Church assets are protected from loss or theft, including:

- Adequate **insurance** to protect against property losses, liability for injuries to others, corporate liability, personal liability of trustees and staff, and honesty bonds for all personnel with access to material amounts of funds,
- Maintenance of Church **property and equipment** to keep it in working order, and
- Reasonable steps to protect the Church's **intangible property**, including intellectual property, electronic data, and paper files, from significant damage or loss.

**3.4.6. Document Retention.** The staff must maintain written procedures to govern the backup, retention, and destruction of the Church's documents, giving definite retention periods for classes of financial, business, pastoral, personnel, and corporate records in paper and electronic forms as appropriate.

## 4. OVERSIGHT

**4.1. Mission Focus.** The Board's duty of care requires it to ensure that the Church's human and material resources are used for the benefit of its mission. The Board fulfills this duty in two ways:

- Monitoring regular reports provided by the staff, and
- Scheduled evaluation of the Church's progress toward achieving the goals established in the Annual Vision of Ministry.

**4.2. Monitoring.** The Senior Minister will provide regular written reports from the staff to the Board. Reports must focus on progress of priorities, as set by the Board through the Annual Vision of Ministry, and on compliance with Board policy. Monitoring reports must be provided to trustees in advance of each monthly meeting but will not normally be a subject of Board discussion except when they require Board action or raise issues of compliance with Board policy. Reports must include, at minimum:

**4.2.1. Quarterly financial statements** that show overall financial performance compared to budget and highlight significant financial or operational issues. These reports will be filed and made available on the Church website.

**4.2.2. Annual financial statements** that show the overall financial position of the Church. These must include a complete balance sheet and funds statement, detailed statements of operations, and a statement of cash flows.

**4.2.3. Programmatic Monitoring.** On a schedule to be agreed upon annually by the Senior Minister and the Board, the Senior Minister must provide reports to the Board regarding:

- Progress on achieving the Annual Vision of Ministry.
- Compliance with applicable Board policies.

**4.3. Evaluation.** Everyone responsible for work on behalf of the Church will engage in a continual process of evaluation. The purposes to be

accomplished through evaluation are to foster excellence in ministry work by ensuring that all Church leaders:

- Practice open communication and regular feedback.
- Meet performance standards appropriate to their roles.
- Maintain effective working relationships with one another.
- Focus on achieving goals as approved by the Board and staff.

**4.3.1. Board and Senior Minister Evaluation.** Annually, as part of the creation of the Annual Vision of Ministry, the Senior Minister and Board will together review their respective contributions to the fulfillment of the prior year's Annual Vision of Ministry.

**4.3.2. Staff Evaluations.** The Senior Minister must ensure that all Church employees develop, with their supervisors, timely annual performance goals supportive of the Annual Vision of Ministry and that their performance is evaluated annually in writing.

**4.3.3. Evaluation of Ministry Teams.** The Senior Minister, in collaboration with the Coordinating Team, must ensure that leaders of ministry teams develop goals supportive of the Annual Vision of Ministry, and that the effectiveness of each ministry team is evaluated annually.

**4.3.4. Senior Minister's Triennial Performance Review.** Every three years, the Board and Senior Minister will together appoint an ad hoc Review Committee of three persons held in high esteem by the congregation and mutually acceptable to the Board and Senior Minister. Working with the Senior Minister, the Review Committee will design and facilitate a review of the Senior Minister's performance. The goals of the evaluation are as follows:

- Call the congregation's attention to the mutual, relational nature of ministry and the respective responsibilities of all who contribute to its success, and
- Help the Senior Minister to remain motivated, creative, and flexible.

The Review Committee's report to the Board, together with a written response from the Senior Minister, will be shared with the

congregation along with plans for addressing any recommendations it may contain.

**4.3.5. Annual Financial Audit or Review.** Annually, the Finance Committee of the Board will engage a qualified professional to conduct an audit or review of the Church's financial records, and report results in writing to the Board.

## **5. YOUTH MEMBERSHIP**

Full membership in West Shore Unitarian Universalist Church is open to those under the age of 18 who:

- Are at least 15 years of age.
- Meet the same requirements as defined in the Church bylaws for those 18 or older.
- Are enrolled in, but not required to participate in, the Religious Education program for record keeping purposes.
- Have participated in the path to membership classes offered by the Church.

Participation in a coming of age program offered by the Church is recommended but not required. A mutually agreed upon process for discussing the meaning of membership and signing the Church membership book is to be determined by the Senior Minister or their delegate in coordination with appropriate membership staff and the prospective member.

## **6. RULES OF PROCEDURE FOR CONGREGATIONAL MEETINGS**

**Rule 1. Agenda for the Annual Meeting.** The agenda for the Annual Meeting is prepared by the Board of Trustees at the last Board meeting prior to the Annual Meeting. Any Church member may request a motion to be voted on at the Annual Meeting by presenting it at the March Board meeting. Any Church member may also request an item for presentation

and/or discussion at the Annual Meeting by submitting the request in writing to the Board President prior to the March Board meeting.

**Rule 2. Agenda for a Special Meeting.** The agenda for a Special Meeting is limited to the matters specified in the call to the meeting.

**Rule 3. Means of Voting.** So long as a quorum is present, voting on any motion or election, unless the bylaws otherwise provide, is decided in the first instance by an uncounted show of hands, or by electronic voting for those participating virtually. If the Chairperson wishes a counted vote or if a member requests it, the vote must be counted. The required proportion of votes cast by members to approve a motion or election will be as set forth in the bylaws or these rules of procedure. The results of all votes must be certified by the Chairperson.

**Rule 4. Minutes.** The Secretary of the Board of Trustees is responsible for the preparation of minutes of congregational meetings, which must then be approved by the Board.

**Rule 5. Amendments to Motions at the Annual Meeting.** Amendments from the floor to motions approved for consideration by the Board are in order. Amendments may only be made by Church members.

Amendments may be of the following two types:

- 1) Amendment of the first rank – an amendment to the original motion.
- 2) Amendment of the second rank – an amendment to an amendment.

An amendment of the first rank must be germane to the original motion.

An amendment of the second rank must be germane to the amendment it is intended to modify.

An amendment may be either friendly or hostile to the motion to which it is applied. To be germane, an amendment must have direct bearing on the subject of the motion to which it is applied. It is the responsibility of the Chairperson to determine if an amendment is germane.

Amendments to the main motion are in order after a discussion period on the main motion of at least ten minutes, if that amount of time is needed. Amendments are voted on in the following order:

- 1) Discussion is held and the vote is taken on an amendment of the second rank.
- 2) Discussion is held and the vote is taken on the amendment of the first rank.

After this voting, discussion and any further amendments regarding the original motion are in order.

**Rule 6. Amendments to Motions at Special Meetings.** A Special Congregational Meeting, whether called by the Board or by petition, may include one or more motions. Amendments of the first rank only may be made by Church members. Such amendments must be communicated in writing to the Board President at least ten days prior to the Special Meeting. The Chairperson may waive these rules as appropriate.

**Rule 7. Time Limits.** The general time limits for discussion of motions and amendments is as follows:

- Main motion – 30 minutes if needed.
- First rank amendment – 10 minutes if needed.
- Second rank amendment (Annual Meeting only) – 5 minutes if needed.

The Chairperson may adjust any of the above times. A motion to call or table the question is in order after the above time limits have been reached, or when on one else desires to speak. Such a motion requires a majority vote.

It is the responsibility of the Chairperson to divide the discussion time as equally as possible between proponents and opponents of a motion or amendment. The following general rules for discussion apply:

- Maximum of two minutes per speaker.
- No one speaks more than once before others desiring the floor have spoken.

An adequate number of microphones will be available, including a procedural microphone for a point of information or a question, and a floating microphone for accessibility needs.

**Rule 8. Adjournment.** A Congregational Meeting is adjourned following a motion to adjourn and an affirmative majority vote, or when the Chairperson declares the meeting adjourned.

## **7. POLICY AMENDMENTS AND ADDITIONS**

The process for amending a policy or creating a new policy may be initiated by a Trustee, Trustees, the full Board, or by the Board's Governance Committee. A proposed change or new policy is sent to the Governance Committee to draft a recommended policy statement for Board approval. A recommendation from the Governance Committee for a policy change or new policy must be included in the Board packet for consideration at the upcoming Board meeting. It may be presented either for further Board discussion or as a motion to adopt. A motion to adopt requires an affirmative vote of at least 2/3 of all Trustees.