

UUCP Board Policy Manual

Purpose

The Unitarian Universalist Congregation of Phoenix (UUCP) Board Policy Manual is intended to be a compilation of all policies adopted by the board of trustees and still in effect.

The UUCP congregation voted at the 2006 annual meeting to adopt a policy-based governance model. Described in the 2005-2006 annual report, under policy-based governance responsibility for programmatic areas moves from the trustees to committees. A smaller Board of Trustees focuses on UUCP direction and policy, and empowers others to act with greater authority towards goals.

Statement of Reasons to Transition to a Different Governance Structure

- 1) To place our mission and vision at the forefront of our work as a congregation. -- Allow the board to concentrate on its most important task: refining the broader vision and strategic assessment of our mission
- 2) To liberate the energies of our members by putting ownership for the ministry in the hands of the staff and committees, giving them authority to carry out the mission.--Our previous governance structure created a bottleneck that stifled ministry by requiring committees to run everything by the board, a time-consuming process.
- 3) To encourage our growth and better manage increasing complexity in the congregation, by improving professionalism, communication, and efficiency.--As a congregation grows, the management of its functions requires time, accountability, training, and competence that is most available in its professional staff. Policy-based governance encourages the staff and all the committees to define, articulate, and live their roles as a vital component of the overall mission of the congregation.

The transition to policy-based governance has been intentional and gradual. Because policy-based governance empowers entities other than the board of trustees, committees adopt policies over their areas of responsibility. This manual is limited to the policies of the board of trustees. Policies are effective upon adoption, unless the policy states otherwise.

The following guidelines may assist in maintaining the manual:

- Policies shall state which policies they are replacing (if any). The policies that are replaced shall be removed from the manual.
- All policies shall include the title of the policy and the date of Board adoption on every page of the policy.
- The website shall be the official home of all Board Policies.

1. Governance Policies (How the Board carries out its work) (Not yet approved j1 5-7-2010)

1.1. *Philosophy of Governance*

The Congregation elects the Board to function as its governing body and the Lead Minister to serve as its spiritual, programmatic, and administrative leader. The intended style of leadership shall be consultative, collegial, and inclusive. We shall strive to delegate authority to leaders in proportion to their responsibilities. We expect all leaders to practice open decision making, healthy conflict management, and mutual support in their respective roles. Accordingly,

- 1.1.1. *The Board will be accountable to the mission of the Congregation.*
- 1.1.2. *The Board will focus chiefly on intended long-term values and impacts, not on the administrative or programmatic means of attaining those effects.*
- 1.1.3. *The Board will initiate policy, not merely react to staff initiatives.*
- 1.1.4. *Requests for the Board to act on a management item should be referred to the appropriate ministry leader for decision.*
- 1.1.5. *The Board may use the expertise of individual members to enhance the ability of the Board as a body, but will never substitute an individuals, expert judgment for the Board's deliberative process.*
- 1.1.6. *The Board intends to govern primarily by:*
 - 1.1.6.1. *Discerning and articulating the UUCP's mission and vision of ministry*
 - 1.1.6.2. *Setting goals and making strategic choices*
 - 1.1.6.3. *Creating written policies to guide the UUCP's ministry*
 - 1.1.6.4. *Monitoring and evaluating the UUCP's leadership, including itself (from Hotchkiss, D., Governance and Ministry, 2009, p. 221)*
- 1.1.7. *The Board will commit to providing competent governance through ongoing Board development, including orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement*
- 1.1.8. *The Board will monitor and regularly discuss the Board's own process and performance.*
- 1.1.9. *The Board will operate with transparency in accordance with the Bylaws*
- 1.1.10. *The Board will maintain a central on-line record of its policies and actions.*
- 1.1.11. ***Why Policy Governance?***

1.2. *Covenant for UUCP Board of Trustees*

We, the Board of Trustees of the Unitarian Universalist Congregation of Phoenix, will strive to use both mind and heart as we serve, and to work together to fulfill the highest ideals of our congregation and denomination.

We each pledge to:

- 1.2.1. *Be mindful that the owner of UUCP is our Mission and that the Board is its fiduciary: we have duties of care, loyalty and service to the Mission*
- 1.2.2. *Make the work of the Board a priority by preparing for and attending meetings, coming prepared, honoring commitments and staying engaged*
- 1.2.3. *Show respect for one another, listening deeply and speaking honestly, presuming each other's good faith*
- 1.2.4. *Experience and encourage curiosity and openness to learning*
- 1.2.5. *Remember the value of reflection, discernment and patience*

- 1.2.6. *Handle differences with courtesy, fairness and generosity of spirit*
- 1.2.7. *Recognize when conflicts of interests arise and handle them appropriately*
- 1.2.8. *Maintain communication and transparency with the congregation*
- 1.2.9. *Speak as individuals at Board meetings, but speak with one voice for the Board outside the meetings*
- 1.2.10. *Enforce upon ourselves whatever discipline is needed to govern with excellence*
- 1.2.11. *Respect the need of other Board members to resign when challenges in their personal or professional lives impact their ability to fully commit to Board responsibilities*
- 1.2.12. *Develop and model spiritual practice, respecting the diversity of its expression*
- 1.2.13. *Work together with the strong belief that UUCP can and will continue to thrive*

1.2.14. Board Job Expectations

- One monthly meeting, generally on the 4th Thursday of the month (the 3rd Thursday when holidays intervene) starting at 6:30 p.m.*
- Preparation for each meeting: read minister's report, other information received since last meeting*
- Communicate regularly with other Board members between meetings through electronic and other means*
- Attendance at services and major events in the life of the congregation*
- Between meetings, read/research issues related to current deliberations or participate in a task force*
- Attend congregational meetings and periodic town hall meetings with the congregation*
- Model generous giving of time, talent and treasure*

1.3. Board Self-government

1.3.1. Board Agenda

- 1.3.1.1. *The Board President shall not allow a board meeting to occur without distributing a draft agenda to known board meeting attendees at least 3 days in advance.*
- 1.3.1.2. *The board agenda shall follow this general structure:*
 - Opening/light chalice, reflective reading*
 - Check-in*
 - Consent Agenda*
 - Discussion Agenda*
 - Check-out*
 - Board Huddle*
- 1.3.1.2.1. *The beginning of the meeting (opening, lighting the chalice, reflective reading and check-in) should be a short time for the Board to come together and be mentally and spiritually present to focus on the meeting.*
- 1.3.1.2.2. *The consent agenda shall include items that are not anticipated to require discussion or debate before approval or acceptance. Typical items for the consent agenda include:*

- accept minutes from the last meeting,*
- accept reports,*
- approve other routine items that have already been discussed in previous meetings.*

- 1.3.1.2.3. *Any Board member may move a consent agenda item to the discussion agenda.*
- 1.3.1.2.4. *The discussion agenda is composed of major item related to the Board's discernment, strategy and oversight roles.*
- 1.3.1.2.5. *Check out is a time for reinforcing community by sharing feedback about the meeting.*
- 1.3.1.2.6. *The Board Huddle is a time for the board to meet without staff to discuss topics relating to the staff and to reflect on the Board's process and performance. A designated Board member will contact the Lead Minister to summarize the huddle discussion.*

1.3.2. Conflicts of interest

Board members shall carry out their duties with undivided loyalty to the Mission. Board members must avoid conflicts of interest or an appearance of conflicts of interest with respect to their fiduciary responsibility. A conflict of interest exists whenever a board member or a close relative of a board member has an interest or duty that interferes with the board member's duty of loyalty to the Mission.

- 1.3.2.1. *Conflicts of interest arise when a board member:*
 - 1.3.2.1.1. *Stands to personally gain or lose because of a board action*
 - 1.3.2.1.2. *Has a fiduciary duty or close personal or business relationship to any person or corporation that stands to gain or lose because of a board action.*
 - 1.3.2.1.3. *Cannot place the interests of the whole congregation and its mission above his or her personal preferences.*
 - 1.3.2.1.4. *Faces any other situation that creates or appears to create divided or conflicting loyalties*
- 1.3.2.2. *If an item of business arises for which any board member suggests there may be a conflict of interest, the affected member may withdraw or ask the full board for guidance. The board (minus the affected member) will decide how to handle the situation. Possible responses include:*
 - 1.3.2.2.1. *The Board may determine that the affected member may continue to participate and vote as usual;*
 - 1.3.2.2.2. *The Board may determine that the affected member should recuse him or herself from voting. If the issue is more sensitive the affected member may also be asked to withdraw from the meeting while the item is under discussion and/or voted on.*
 - 1.3.2.2.3. *The Board may determine that the conflict requires the member to resign from the Board.*

- 1.3.2.3. *Anyone who exercises authority delegated by the Board, such as ministers, Board working groups or an executive team, is subject to the same standards of loyalty that apply to Board members.*

1.3.3. Discipline and removal

The Board commits itself and its members to ethical, professional and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members and officers. The Board has the right to discipline members who fail in their duties or disrupt the body's work, with a maximum sanction of expulsion from the Board.

1.3.3.1. Reasons for discipline include:

- 1.3.3.1.1. *Concealing or ignoring conflicts of interest*
1.3.3.1.2. *Violation of confidentiality regarding matters discussed in executive session*
1.3.3.1.3. *Exerting unapproved individual authority over the organization*
1.3.3.1.4. *Unapproved public statements to outside entities*
1.3.3.1.5. *Repeated absences from board meetings without reasonable cause.*
1.3.3.1.6. *Violation of bylaws*
1.3.3.1.7. *Serious and/or continued violations of the Board Covenant.*
- 1.3.3.2. *Before a vote to remove a Board member, the Board shall provide written advance notice to the member of its intent and offer the member the opportunity for a hearing before the Board. Pending a hearing, the board may suspend a board member's voting privileges without notice if necessary to protect individuals or the Congregation from harm. Removal of a Board member shall require a vote of at least two-thirds of the sitting Board members*

1.3.4. Board "Working Groups"

The Board may establish working groups to help carry out its work of discernment, strategy, developing policy and oversight. Each working group will receive a clear charge from the Board specifying objectives, desired work products and a time frame for the completion of the task.

- 1.3.4.1. *Board working groups may not speak or act for the Board.*

2. Discernment

2.1. The Purpose of the UUCP

2.1.1. Mission Statement:

*Welcoming all in building religious community,
called to share journeys, grow in spirit, advance justice.*

2.1.2. Unitarian Universalist Principles:

There are seven principles which Unitarian Universalist congregations affirm and promote:

- *The inherent worth and dignity of every person;*
- *Justice, equity and compassion in human relations;*
- *Acceptance of one another and encouragement to spiritual*

growth in our congregations;

- A free and responsible search for truth and meaning;
- The right of conscience and the use of the democratic process within our congregations and in society at large;
- The goal of world community with peace, liberty, and justice for all;
- Respect for the interdependent web of all existence of which we are a part.

2.1.3. Core Values

2.1.3.1. Principles

2.1.3.2. Behavioral Covenant

2.1.3.3. Conflict Management

2.1.3.4. Other

2.2. Strategy

2.2.1. Vision of Ministry

2.2.1.1. Spiritual ministry

2.2.1.2. Program ministries

2.2.1.3. Evolving/identity ministries

2.2.1.4. Social Justice ministry

2.2.1.5. Membership

2.2.1.6. Stewardship

2.2.1.7. Renovation and capital

2.2.1.8. Staffing

2.3. Open questions (policy to solicit and consider open questions)

3. Delegation Policy (jl 3/25/10)

3.1. Overall Delegation strategy

The Board will instruct the Lead Minister through written policies that describe the organization's Goals to be achieved and organizational situations and actions to be avoided, allowing the Lead Minister reasonable interpretation of these policies.

- 3.1.1. The Lead Minister, staff and volunteers shall neither cause nor allow activities, programs or practices, decision or organizational circumstance in the UUCP to be in conflict with the congregation's values as stated in the Purposes and Principles of the Unitarian Universalist Association, and in the mission of the UUCP.
- 3.1.2. The Lead Minister, staff and volunteers shall treat each other, the members, friends and guests of the congregation in full accordance with the UUCP's covenant of right relations.
- 3.1.3. The Board will develop strategy policies instructing the Lead Minister to achieve certain results for the UUCP within the budget.
- 3.1.4. The Board will develop policies that define the latitude the Lead Minister may exercise in choosing the organizational means. These are the Delegation Policies. The Board shall allow the Lead Minister to use reasonable

interpretation of the Board's policies. Such interpretation will be provided to the Board in writing.

- 3.1.5. The Board may change its Strategy and Delegation policies, thereby shifting the boundary between Board and Lead Minister domains, but as long as a policy is in place, the Board will respect and support the Lead Minister's choices.
- 3.1.6. The Lead Minister is authorized to establish all procedural policies. These procedural policies shall not supersede or contradict Board policy.
- 3.1.7. Given that the Lead Minister is the Board's only link to operational activity, Board requests for services from the staff will only be made through the Lead Minister.
- 3.1.8. The Lead Minister shall not fail to ensure reasonable and diligent effort to provide universal access to the UUCP's programs, ministries and worship content within limitations of available staff, facilities and financial resources.
- 3.1.9. The Lead Minister's responsibilities are wholly dependent on mutual trust with the Board, the staff and the Congregation. The Lead Minister and the Board shall nurture this trust by strictly respecting confidentiality and communicating in a manner that is prudent and professional.
- 3.1.10. The Minister, staff and volunteers of the UUCP shall not jeopardize the legal not-for-profit 501(c)(3) status of the UUCP through any action, endorsement, decision, or outside alliance.
- 3.1.11. Given the range and volume of responsibilities delegated to the Lead Minister, the Board shall allow the Lead Minister discretion to further delegate responsibilities to staff, volunteers, or committees, so long as the accountability of such tasks remain ultimately with the Lead Minister. The Lead Minister shall not delegate the roles of Executive Director, Board Liaison, Chief of Staff, or Financial Authority to another person without consent of the Board.

3.2. Delegation to the Lead Minister as Spiritual Leader

The Lead Minister is called to be the spiritual, pastoral and outreach leader of the UUCP.

- 3.2.1. The Lead Minister shall not fail to ensure effective leadership of the congregation in worship, ceremonies of passage and all activities related to the spiritual life of the UUCP, guided and grounded by the Sources and Principles of Unitarian Universalism.
- 3.2.2. The Lead Minister shall model self-care and personal spiritual practice, and facilitate institutionalization of these practices in the congregation.
- 3.2.3. The Lead Minister shall oversee provision of pastoral care, comfort and counsel to the members of the congregation.
- 3.2.4. The Lead Minister is called to provide the prophetic voice for the UUCP; to speak and act for the congregation in the greater community by representing the congregation in public outreach, and by establishing relationships with groups outside of the congregation.

- 3.2.5. The Lead minister shall not assert an official position of the UUCP or Board until the congregation or Board has formally and explicitly adopted a position of record. Once a position of record has been adopted, the Lead minister shall not fail to support that position in public statements. Nothing in this policy shall be construed to infringe upon the fundamental principle of freedom of the pulpit.
- 3.2.6. In order to promote a challenging, dynamic and progressive ministry, the Board and the Lead Minister shall not fail to encourage and defend freedom of the pulpit.
- 3.2.7. The Lead Minister shall not allow interpretation of freedom of the pulpit nor any spiritual, pastoral, outreach activities associated with the UUCP to:
 - Breach confidentiality
 - promote any commercial product for personal gain.

3.3. Delegation to the Lead Minister as Executive Director

3.3.1. Delegation to the Lead Minister as Chief of Staff

The Board delegates to the Lead Minister, all oversight of the paid and volunteer staff.

- 3.3.1.1. The Lead Minister shall not allow actions and attitudes that undermine the inherent worth and dignity of the individual or that are not just, equitable and compassionate.
- 3.3.1.2. The Lead Minister shall not fail to comply with all legal requirements relating to treatment of staff.
- 3.3.1.3. The Lead Minister shall not allow behavior that constitutes sexual harassment or verbal, emotional or physical abuse.
- 3.3.1.4. In accordance with our principles, all personnel decisions, evaluations, hiring and dismissal decisions must be made without influence or bias toward any non-job-relevant factor. [e.g. race, gender, age, sexual identity, physical handicap, socio economic class]
- 3.3.1.5. The Lead Minister shall oversee the creation and maintenance of written personnel procedures; the oversight of staff shall abide by these procedures, which shall include:
 - Mechanism for regularly scheduled staff review.
 - Mechanism for internal grievances.
- 3.3.1.6. In order to clarify roles and responsibilities and to provide accountability, the Lead Minister shall not fail to provide:
 - Job description for every staff member
 - Performance expectations and annual goals
 - Positive recognition for staff
 - Provisions for staff development
 - Job description and expectations of unpaid or volunteer Staff.
- 3.3.1.7. All hiring and dismissal decisions, with the exception of any called ministers, are delegated to the Lead Minister.
- 3.3.1.8. The Ministerial Compensation Package and Minister's agreement for any called minister shall be modified only by mutual agreement between the

Lead Minister and the Board. The Minister's salary shall be changed only according to the ByLaws.

- 3.3.1.9. In setting staff compensation and benefits, the Lead Minister shall not fail to make every reasonable effort to comply with the UUA's Fair Compensation Guidelines and allow staff compensation to justly reflect local market conditions.
- 3.3.1.10. New paid staff positions, permanent or temporary must be approved by the Board.
- 3.3.1.11. The Lead Minister shall not promise or imply guaranteed employment
- 3.3.1.12. The Lead minister shall not incur unfunded pension liabilities
- 3.3.1.13. The Lead Minister shall not fail to provide some basic level of benefits to full time paid employees.

3.3.2. Delegation to the Lead Minister of Program Leadership

Since the Board deems all of the UUCP's programs, committees and activities as a component of our overall ministry and mission, the Lead Minister shall be ultimately accountable for all volunteer groups of the UUCP. Such groups shall report to the Lead minister either directly or through staff support. Groups formed by the Board for the purpose of governance shall be exempt from this policy.

- 3.3.2.1. The Lead Minister shall not fail to encourage members of the congregation to form new ministries and committees that comply with UU principles, UUCP mission, covenant, values, procedures and Board policies.
- 3.3.2.2. The Lead Minister shall not allow committees, groups, task forces or ministry teams to operate without a written charter or statement of purpose that is available for review by the Board upon request; or that function contrary to UU principles, UUCP mission, covenant, values, procedures and Board policies.

3.3.3. Delegation to the Lead Minister as Board Liaison

The Lead Minister shall not permit the Board to be uninformed, misinformed or unsupported in its work. The Lead Minister shall be a permanent non-voting member of the Board.

- 3.3.3.1. The Lead Minister shall not fail to ensure that the Board is provided with monitoring information in a timely, accurate and understandable fashion.
- 3.3.3.2. The Lead Minister shall not fail to submit for explicit Board approval any items that have been delegated to the minister, but still require Board ratification.
- 3.3.3.3. The Lead Minister shall not prevent or withhold honest and forthright feedback to the Board about success, failures or problems in implementation of Board policies, but shall not voice such viewpoints to the congregation before doing so to the Board in person.

- 3.3.3.4. The Lead Minister shall not withhold any available relevant information in support of the Board's work in creating policy. This includes, but is not limited to varying viewpoints, internal and external trends, UUA resources, and alternative options.
- 3.3.3.5. The Lead Minister shall not fail to advise the Board of any changes in conditions that would invalidate the assumptions upon which any Board policy has previously been established.
- 3.3.3.6. The Lead Minister shall not fail to inform the Board promptly of any anticipated adverse media coverage.
- 3.3.3.7. The Lead Minister shall not fail to inform the Board in a timely manner of any failure of Lead Minister, staff or the Board itself to comply with Board policies.
- 3.3.3.8. The Lead Minister, as simultaneous Board Liaison, spiritual leader and prophetic voice shall not allow the Board to work without sufficient attention to the spiritual life of the UUCP, and shall not fail to ensure adequate spiritual guidance and pastoral care to the Board as necessary.

3.3.4. Delegation of Facility and Maintenance Authority.

The Board delegates authority for oversight of Facilities maintenance and operations to the Lead Minister.

- 3.3.4.1. The Lead Minister shall not fail to take appropriate actions to prevent harm to the members, guests and staff who take part in congregational activities or use the property, and shall have the power to deal with situations where such persons are at risk . This includes creating and implementing an emergency response procedure.
- 3.3.4.2. The Lead Minister shall not fail to comply with all legal requirements relating to maintenance of the facilities and equipment.
- 3.3.4.3. The Lead Minister shall not fail to provide an equitable and fair mechanism for rental of the facilities to outside groups, if this does not interfere with congregational activities. Use of the facilities shall be prioritized in favor of congregational activities.
- 3.3.4.4. Fiscal resources shall be allocated to facilities maintenance in the yearly budget.

3.3.5. Delegation of Communication

- 3.3.5.1. The Lead Minister shall not fail to ensure that there is a system for congregation-wide communication including calendared events, announcements and major polity and policy changes.
- 3.3.5.2. The Lead Minister shall not be overly restrictive toward the use of various modes of communication as best suits the habits and resources of the congregation.

3.3.6. Delegation of Financial authority

The Lead Minister shall not place the congregation in financial jeopardy,

jeopardize either programmatic or fiscal integrity of the organization, or recommend a budget or budget changes that deviate from Board Policy.

3.3.6.1. **Budgeting**

The Board shall delegate to the Lead Minister the task of creating the yearly budget, which must be fully presented to the Board for recommendation to the congregation prior to the annual congregational meeting.

3.3.6.1.1. The Lead Minister shall not allow budgeting that:

- Contains too little information to be credible
- Omits a projection of revenues and expenses,
- Fails to separate capital and operational items,
- Fails to track cash flow,
- Omits a disclosure of planned assumptions,
- Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, without Board approval.
- Fails to apply prepaid pledges to the anticipated income budget for the year designated by the contributor,
- Carries over annually budgeted funds which were not used during the fiscal year,
- Fails to maintain the UUCP's "fair share" status with the UUA and PSWD.

3.3.6.2. **Fiscal Responsibility**

In order to ensure the long term financial health of the UUCP, the Lead Minister:

- 3.3.6.2.1. shall not fail to adjust the discretionary spending lines if it is projected that a year end deficit is likely to occur and report these adjustments to the Board.
- 3.3.6.2.2. shall not incur financial debt for the UUCP without prior approval by the Board.
- 3.3.6.2.3. shall not buy, sell or lease real property without prior Board approval.
- 3.3.6.2.4. shall not agree to any contractual relationship with another entity involving a term longer than three years or financial obligation greater than \$10,000, without approval from the Board.
- 3.3.6.2.5. shall not fail to settle payroll and debts in a timely manner.
- 3.3.6.2.6. shall not allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 3.3.6.2.7. shall not allow any conflict of interest to be present in the awarding of contracts or other purchasing decisions
- 3.3.6.2.8. shall not fail to inform the Board before any decision is made to use unexpected income/donations over the amount of \$10,000.

- 3.3.6.2.9. shall not use donor restricted funds in violation of donor restriction and trust provisions.
- 3.3.6.2.10. shall not fail to maintain appropriate financial controls.
- 3.3.6.2.11. shall not fail to maintain written financial procedures.
- 3.3.6.2.12. shall fail to follow generally accepted accounting practices to the extent that those practices are followed by congregations of our size.

3.3.6.3. Asset Protection

The Lead Minister shall not fail to provide reasonable protection of the congregation's assets from loss, damage, liability or theft.

- 3.3.6.3.1. The Lead Minister shall not add or dispose of any asset valued at \$10,000 or greater without Board approval.
- 3.3.6.3.2. The Lead Minister shall not fail to ensure against corporate liability and personal liability of Board members.
- 3.3.6.3.3. The Lead Minister shall not invest or hold operating capital in insecure instruments.

3.3.7. Delegation of Management of the EEC

The Lead Minister shall not fail to provide oversight and accountability for the EEC.

- 3.3.7.1. The Lead Minister shall not allow the operation and management of the EEC to conflict with the Principles of Unitarian Universalism or the UUCP's mission.
- 3.3.7.2. The Lead Minister shall not allow the operation and management of the EEC to unduly interfere with the rest of the UUCP's ministry.
- 3.3.7.3. The Lead Minister shall not allow the EEC operation to negatively impact the UUCP's operating budget.

3.3.8. Delegation to others

- 3.3.8.1. Committees not directly under staff (finance)**
- 3.3.8.2. Subsidiary groups**

4. Oversight

4.1. Care for Persons

- 4.1.1. Safety**
- 4.1.2. Grievances**
- 4.1.3. Disaster plan**
- 4.1.4. Privacy**

4.2. Care for Resources

4.2.1. Finances

4.2.1.1. Minister's Discretionary Fund

A minister's discretionary fund was established by consensus of the UUCP Board and minister in December 2008. Typical uses of the fund will be assistance to needy members of UUCP funds and assistance to transients in the form of bus tickets or grocery cards. This Fund

- 4.2.1.1.1.** shall not be funded from pledge income

4.2.1.1.2. shall appear as both an income item and an expenditure item in the congregation's budget

4.2.1.1.3. shall have its final charitable disbursements subject to review only if needed and only by the Treasurer

4.2.2. Fundraising and Restricted gifts

4.2.2.1. Fundraising Policy

All income and revenue from UUCP fundraisers, whether run by a ministry, committee, or congregation at large shall be deposited into UUCP bank accounts for transparent record keeping.

4.2.2.1.1. UUCP committees and groups are not permitted to retain their net revenues in non-UUCP bank accounts (e.g., personal accounts).

4.2.2.1.2. Fundraising encompasses all UUCP sponsored events, regardless of location. Note that fundraising expenses can include UUCP rental fees as determined by UUCP's administration office.

4.2.2.1.3. The uses of all net revenues from fundraising shall be determined by the Board of Trustees, Ministry Leadership Team and as authorized by the Congregation in annual budgets.

4.2.2.2. Outreach Effort Funding Policy

This policy establishes guidelines to ensure the good trust of our membership and the quality and effectiveness of our giving to outreach efforts. An "outreach effort" is defined as one that is intended to benefit people or groups outside the UUCP community.

4.2.2.3. The UUCP may not solicit, accept, or collect donations for any outreach effort that:

4.2.2.3.1. Is not sponsored by a non-profit 501(c)(3) organization in the U.S., separate from UUCP's non-profit 501(c)(3) status, or by a foreign charity that would be treated as a tax-exempt charity if it were in the U.S.; and

4.2.2.3.2. Has a mission, purpose or practices contrary to the stated mission, principles or clearly-stated values of UUCP; and

4.2.2.3.3. Has not been approved by the minister.

4.2.2.3.4. The UUCP staff must maintain documentation demonstrating that the criteria in section I are met.

4.2.2.3.5. The collection and distribution of all outreach funds must be documented in UUCP's financial records with all customary receipts and accounting.

4.2.2.4. "Share the Plate" Policy

"Sharing the Plate" (undesigned contributions from the offertory collections) may occur up to one Sunday per month with the beneficiary approved by the minister, in accordance with the Outreach Efforts Funding Policy.

4.2.2.5. Restricted accounts Policy

4.2.2.5.1. Restricted accounts may not be created without Board approval.

- 4.2.2.5.2. The UUEEC may accumulate funds in the restricted account up to \$50,000. Any amounts above this level will revert to the general operating fund on June 30 in even-numbered years to discourage the accumulation rather than spending of funds consistent with their charter and, with respect to a restricted account, the purpose for the restricted account.

4.2.3. Insurance

4.2.4. Capital resources and endowment

4.2.4.1. Proposed loan requirement (unapproved)

The Congregation requires that the borrowing of funds for completion of UUCP Renovation Projects shall be accomplished under the following conditions:

1. A Congregational vote must approve the terms of the loan
2. The Lending Guidelines of the UUA Building Program (<http://www.uua.org/leaders/leaderslibrary/buildingloans/27516.shtml>) shall be followed where applicable and any deviations clearly identified
3. A detailed financial projection plan showing the source of the loan payments must be documented
4. A cash reserve of at least 18 months of loan payments must exist and be maintained until 18 months from loan end
5. The UUCP Foundation must be offered the right of first refusal for making the loan
6. The requirements of the Articles of Incorporation, Bylaws, or other contractual agreements must be satisfied.

4.2.4.2. Intellectual property

4.3. Monitoring and Evaluation

4.3.1. Staff reviews

4.3.2. Annual Assessment of Ministry

4.3.3. Policy to Request Board Action or Consideration

Revision adopted by the board on 11/19/09

This Policy governs how committees, activity groups, and individuals must request Board action or consideration of a topic not governed by another more specific policy.

- 4.3.3.1.** In all cases, the entity or individual(s) seeking Board action or consideration must submit a "Request for Board Action" form <http://www.phoenixuu.org/?q=node/3676>
- 4.3.3.2.** to the president, at least three weeks prior to the next regularly-scheduled Board meeting.
- 4.3.3.3.** The president, in consultation with the other officers of the Board and the Minister will assess whether the matter should be referred to the full Board or whether the matter should instead be referred to the Minister and staff. If the former, the matter will be added to an upcoming Board agenda and the requester notified. If the latter, the matter will be referred to the

Minister for follow-up with the requester.

UUCP Board Policy Manual

¹ On-line Policy Book pdf - JL 6/16/10