

UUCP Board of Trustees Policy Manual

Last Revised, November 27, 2018

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 staff and committees. A smaller Board of Trustees focuses on UUCP direction and policy and empowers others to act with greater authority towards goals. In 2018, the Board voted to return several areas of governance to Board oversight, creating standing advisory committees in the areas of finance, personnel, and governance (see 1.3.5).

Statement of Reasons to Transition to a Policy Based 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)

- 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 individual's, 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.
- 1.2. 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 association. 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 and Vision
 - 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. Contribute to the conversation if we have been silent (step up) and make space for others to speak (step back)
- 1.2.12. Develop and model spiritual practice, respecting the diversity of its expression
- 1.2.13. Participate actively as members of the congregation
- 1.2.14. Model generous giving of time, talent and treasure
- 1.2.15. Work together with the strong belief that UUCP can and will continue to thrive
- 1.2.16. Board Job Expectations (for details See Appendix 3) (Revised 11-27-2018)
 - 1.2.16.1. One monthly Board meeting, generally on the 4th Tuesday of the month (the 3rd Tuesday when holidays intervene) starting at 6:30 p.m. and one Board Working Group (BWG) meeting per month
 - 1.2.16.2. Preparation for each meeting: read minister's report, other information received since last meeting
 - 1.2.16.3. Communicate regularly with other Board members between meetings through electronic and other means
 - 1.2.16.4. Attendance at services and major events in the life of the congregation
 - 1.2.16.5. Between meetings, read/research issues related to current deliberations or participate in a task force
 - 1.2.16.6. Attend congregational meetings, "Board chats" or other periodic town hall meetings with the congregation
- 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 items related to the Board's discernment, strategy, linkage, 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

1.3.2.1 Conflict of Interest Policy (for Board of Trustees)

This policy reflects the Board's determination to prevent the personal interest of elected or appointed Trustees from interfering with the performance of their duties to the congregation, and to prevent such members from receiving personal, financial, or professional gain at the expense of the congregation.

Elected and appointed Trustees are therefore required to disclose any competing financial, professional, or personal obligations or interests that do or might interfere with their ability to perform their required duties in a fair and objective manner.

A conflict of interest is defined as a conflict between the private interests and official responsibilities of a member of the Board of Trustees. This includes, but is not limited to, the following:

- Financial interest: receiving personal gifts or loans from third parties dealing or competing with the congregation; having any kind of financial interest in any third party dealing with the congregation.
- Personal interest: relationship to another Board member, employee, or contractor of the church by blood, adoption, marriage, or domestic partnership.
- Professional Interest: holding office, serving on the board, participating in management or ownership, or being otherwise employed (or formerly employed) by any third party dealing with the congregation; using congregation time, personnel, equipment, or supplies for other than congregation approved activities, programs, and purposes; being in a position with another organization that leads to approaching the same donors on behalf of both organizations.

1.3.2.2 Conflict of Interest Policy (for Paid Staff)

This policy reflects the Board's determination to prevent the personal interest of paid staff members from interfering with the performance of their duties to the congregation, and to prevent such staff members from receiving personal, financial, or professional gain at the expense of the congregation, beyond the terms of their employment.

Paid staff members are therefore required to disclose any competing financial, professional, or personal obligations or interests that do or might interfere with their ability to perform their required duties in a fair and objective manner.

A conflict of interest is defined as a conflict between the private interests and official responsibilities of a paid staff member. This includes, but is not limited to, the following:

- Financial interest: receiving personal gifts or loans from third parties dealing or competing with the congregation; having any kind of financial interest in any third party dealing with the congregation.
- Personal interest: relationship to a Board member, another employee, or contractor of the congregation by blood, adoption, marriage, or domestic partnership; serving in a supervisory capacity to another staff member so related.
- Professional Interest: holding office, serving on the board, participating in management or ownership, or being otherwise employed (or formerly employed) by any third party dealing with the congregation; using congregation time, personnel, equipment, or supplies for other than congregation approved activities, programs, and purposes; being in a position with another organization that leads to approaching the same donors on behalf of both organizations

1.3.2.3 Conflict of Interest Procedures (Board of Trustees and paid staff members)

1. Full disclosure: At the time of hire, taking office, or accepting appointment, and periodically thereafter as requested or when there is a change in a conflict of interest circumstance, all Board of Trustees members and paid staff members will complete the Conflict of Interest Disclosure Form (see Appendix 7).
2. Following full disclosure and notification of a possible conflict of interest, the Board of Trustees shall determine whether a conflict of interest exists, and if so, the Board shall vote to take any action deemed necessary to address the conflict and protect the congregation's best interest. All deliberations, decisions, votes and actions that affect the resolution of a conflict of interest shall be recorded in the meeting minutes or otherwise documented, identifying the individual with the conflict, the date and the actions taken to resolve the conflict.
3. A Trustee or staff member with a conflict of interest shall not participate in any discussion or debate of the Board of Trustees, or of any committee thereof, in which the subject of discussion is a contract, transaction, or situation in which there may be a perceived or actual conflict of interest. The interested individual may, however, be present to provide clarifying information in such a discussion.
4. Anyone in a position to make decisions about spending congregation resources who also stands to benefit from that decision has a duty to disclose that conflict as soon as it arises, and not

participate in any decisions or voting pertaining to that matter.

5. A copy of the Conflict of Interest policy and procedure shall be given to all Trustees and paid staff members upon commencement of their relevant elected, appointed, or employed relationship with the congregation. Completion of the disclosure form constitutes acknowledgement of awareness of the policy and procedures.

1.3.3. 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.

1.3.3.1. Board working groups may not speak or act for the Board.

1.3.5. Board Advisory Committees: In April 2018, in response to the work of a board-appointed task force, the Board voted to establish three standing committees. These committees report directly to the board.

1.3.5.1. Finance

The overall purpose of the Finance Advisory Committee is to provide to the Board an ongoing review of the financial affairs of the congregation, in order to maintain its financial stability. This work includes: analyzing monthly financial reports and other data in support of the Board's oversight of financial administration; recommending to the Board changes or additions to financial policies; working with the professional staff to prepare a draft budget for consideration by the Board; assisting with the Board's communication with the congregation about finances; responding to both requests from the Board and Minister for advice on budgetary requests or other financial matters; providing financial orientation and education for board members.
Minimum membership: Member of the Board (Chair), Treasurer, Minister; additional members as desired for financial/ legal expertise.

1.3.5.2 Personnel

The overall purpose of the Personnel Advisory Committee is to assist the Board in developing and reviewing policies and related procedures pertaining to employment of the congregation's paid staff. This work includes: working with Minister/ Administrator to develop and review personnel policies, ensuring full regulatory compliance; in accordance with the budget cycle, establishing the costs of maintaining staff with fair and appropriate salaries and benefits, based on UUA guidelines, local cost-of-living, and other best practices; serving as intermediary for staff grievances that cannot be resolved by or with the Minister, and presenting recommendations to the Board for action; providing consultative support to the Minister/ Administrator in the management and utilization of staff.

Minimum membership: Member of Board, Minister, additional members as desired for expertise.

1.3.5.3 Governance

The purpose of the Governance Advisory Committee is to: review Board policies for consistency with the mission, vision, and bylaws of UUCP; review bylaws for consistency with the mission and vision of UUCP; review issues to determine if they are matters of procedure within the purview of the Minister or of policy within the

purview of the Board, demonstrating respect for each role and avoidance of micro-management; review and propose revisions to Board policies and bylaws as needed; maintain accurate job descriptions and training for the Board (in cooperation with Finance Advisory Committee); assist the Board in annual self-evaluation and compliance of the Board and Minister to Board policies and procedures.

Minimum membership: Current member of Board, past members of Board, Minister.

2. Discernment

2.1. The Purpose of the UUCP

2.1.1. Mission Statement:

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

2.1.2. Core Values: There are seven principles which Unitarian Universalist congregations affirm and promote:

2.1.2.1. The inherent worth and dignity of every person;

2.1.2.2. Justice, equity and compassion in human relations;

2.1.2.3. Acceptance of one another and encouragement to spiritual growth in our congregations;

2.1.2.4. A free and responsible search for truth and meaning;

2.1.2.5. The right of conscience and the use of the democratic process within our congregations and in society at large;

2.1.2.6. The goal of world community with peace, liberty, and justice for all;

2.1.2.7. Respect for the interdependent web of all existence of which we are a part.

2.2. Strategy

2.2.1. Vision (new vision adopted in 2016)

2.2.1.1. Our vision for UUCP is to be “a spiritual community for our time”:

2.2.1.1.1. Theologically diverse

2.2.1.1.2. Radically inclusive

2.2.1.1.3. Justice centered

2.2.1.1.3.1. Ends (adopted October 2017)

2.2.1.1.3.1.1 *Theologically diverse:* Rooted in deep understanding of various faiths and traditions, our congregation nurtures personal growth and the search for truth and meaning.

2.2.1.1.3.1.2 *Radically inclusive:* Our congregation reaches out to embrace all, and challenges itself to grow with new voices, ideas and experiences

2.2.1.1.3.1.3 *Justice Centered:* Inspired by our UU values, our congregation is organized to act in advancing justice in our local and global communities

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

3. Delegation Policy

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 Board will develop strategy policies instructing the Lead Minister to achieve certain results for the UUCP within the budget.
 - 3.1.2. 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 as part of the Lead Minister's regular compliance reports submitted in accordance with Section 3.3.3.1.
 - 3.1.3. 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.
 - 3.1.4. 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..
 - 3.1.5. The Lead Minister's responsibilities are wholly dependent on mutual trust with the Board, the staff and the Congregation. The Board shall nurture this trust by strictly respecting confidentiality and communicating in a manner that is prudent and professional.
 - 3.1.6. 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.
- 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:

- 3.2.7.1. Breach confidentiality as defined by UUMA Professional Guidelines, legal statute, or Congregational policy.
- 3.2.7.2. 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:
 - 3.3.1.5.1. Mechanism for regularly scheduled staff review.
 - 3.3.1.5.2. 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:
 - 3.3.1.6.1. Job description for every staff member
 - 3.3.1.6.2. Performance expectations and annual goals
 - 3.3.1.6.3. Positive recognition for staff
 - 3.3.1.6.4. Provisions for staff development, including highlights of the personnel manual annually
 - 3.3.1.6.5. 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 By-laws.
 - 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 offer some basic level of benefits to full

- time paid employees.
- 3.3.1.14. 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.
 - 3.3.1.15. 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 commitment (right relations) (Appendix 4)
 - 3.3.1.16. The Lead Minister is authorized to establish all procedural policies. These procedural policies shall not supersede or contradict Board policy.
 - 3.3.1.17. 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.
 - 3.3.1.18. The Lead Minister's responsibilities are wholly dependent on mutual trust with the Board, the staff and the Congregation. The Lead Minister shall nurture this trust by strictly respecting confidentiality and communicating in a manner that is prudent and professional.
 - 3.3.1.19. 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.
 - 3.3.1.20. 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.
- 3.3.2. 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. 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 and Accounting: 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 or accounting procedures that:

- 3.3.6.1.1.1. Contains too little information to be credible
- 3.3.6.1.1.2. Omits a projection of revenues and expenses,
- 3.3.6.1.1.3. Fails to separate capital and operational items,
- 3.3.6.1.1.4. Fails to track cash flow,
- 3.3.6.1.1.5. Omits a disclosure of planned assumptions,
- 3.3.6.1.1.6. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, without Board approval.
- 3.3.6.1.1.7. Fails to apply prepaid pledges to the anticipated income budget for the year designated by the contributor,
- 3.3.6.1.1.8. Carries over annually budgeted funds which were not used during the fiscal year,
- 3.3.6.1.1.9. 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 not 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 to others

3.3.7.1. General Assembly Delegates: A member of UUCP who wishes to serve as a Congregation delegate at GA shall apply by submitting a letter of interest or the attached form, confirming the items listed below, no later than the deadline announced on the UUCP website and in UUCP periodicals. To serve as a UUCP delegate, an applicant must:

3.3.7.1.1. be a member of UUCP as defined under UUCP by-laws;

3.3.7.1.2. have registered, or commit to register, to attend GA;

3.3.7.1.3. commit to attend substantive GA plenary sessions, i.e., sessions at which substantive votes will be taken, barring unforeseen circumstances;

3.3.7.1.4. commit to review the tentative GA agenda when it becomes available, i.e., in advance of attendance at GA, and to read supporting documents or reports to ensure the applicant is prepared to make informed decisions on the matters presented during plenary sessions;

3.3.7.1.5. commit to review the final agenda when it becomes available and to read supporting documents or reports for any new items not included in the tentative GA agenda, as time permits;

3.3.7.1.6. commit, if selected, to vote in accordance with any congregational vote or Board direction concerning UUA elections or plenary session items, and otherwise to commit to vote one's conscience as to what best supports the mission of the UUCP and the UUA, provided that where the missions of the UUCP and the UUA conflict, the applicant shall vote one's conscience as to what will best further UUCP's mission;

3.3.7.1.7. consider an invitation from the Board to communicate with the Board after GA about one's experience as a Congregation delegate at GA, with particular emphasis upon any GA vote(s) made in accordance with any UUCP congregational vote or Board direction and/or any GA vote(s) made on the basis of one's conscience when the missions of the UUCP and the UUA were found to be in conflict.

3.3.7.1.8. Application Process

3.3.7.1.8.1. Applicants to serve as a UUCP delegate must apply by submitting a letter of interest or the attached form (Appendix 5) in the manner specified no later than the deadline stated in a congregational announcement;

3.3.7.1.8.2. Applicants who meet the requirements and commitments set forth in Section A will be considered;

3.3.7.1.8.3. The Board, or a task force designated by the Board, shall recommend applicants to serve as delegates for the Congregation. The Board, or a task force delegated by the

Board, may interview applicants. The Board's selection of applicants to serve as delegates shall be final, provided that the Board may appoint a substitute delegate in the event another selectee is unable to attend GA.

3.3.7.2. There shall be no committees not directly under staff except as defined in the Bylaws.

3.3.7.3. There shall be no subsidiary groups except as defined in the Bylaws.

4. Oversight: Regular monitoring and evaluation by the Board and the Lead Minister encourages open communication and regular feedback among all whose work contributes to achieving the Congregation's mission. The purpose of the Oversight policy is to ensure the health of the congregation and its success in living its mission.

4.1. Monitoring: Monitoring refers to the review of standard indicators of the health of our Ministry, e.g., financial status compared to budget projections, attendance trends, etc. Such reviews should occur at regular intervals and as needed. The Board should respond appropriately to such reviews.

4.1.1. Methods of Monitoring: A given policy may be monitored in one or more of the following ways:

4.1.1.1. Internal Report: Disclosure of compliance information to the Board from the Lead Minister.

4.1.1.2. External Report: Discovery of compliance information by a disinterested, independent auditor, inspector or judge who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board and not the opinions or policies of the external party unless the Board has previously requested that party's opinion will be the standard.

4.1.1.3. Direct Board Inspection: Discovery of compliance information by a designated trustee, a Board working group or task force, or the Board as a whole. This is a Board inspection of documents, activities, or circumstances directed by the Board that allows a test of policy performance.

4.1.2. The Board may inquire into specific questions of policy compliance, organizational concerns, or other serious issues according to the "Methods of Monitoring" above.

4.2. Evaluation refers to the qualitative assessment of aspects of our Ministry, including the performance of the Lead Minister, policies, and progress in realizing our mission, vision, and strategic goals. Such assessments should occur at regular intervals and as needed.

4.2.1. At least annually, upon receipt of the Annual Strategic Plan Report, and in time for the budgetary planning (currently January), the Board shall evaluate the Lead Minister's performance to determine the extent to which:

4.2.1.1. The Strategic Plan or other written objectives are being accomplished;

4.2.1.2. The Lead Minister operates within the boundaries set by the Delegation Policy; and

4.2.1.3. The Lead Minister operates within the boundaries of the Ministerial Agreement.

4.2.1.4. The Lead Minister exhibits defined critical performance factors (which need to be defined).

4.2.2. The Board shall review the Lead Minister's total compensation package annually prior

to the period of budgetary planning (currently January) and shall recommend adjustments to the Lead Minister's compensation.

- 4.2.3. On the occasion of a staff member's employment with the congregation ending, the Board shall provide the opportunity for the staff member to complete an exit interview questionnaire. (Form is located in the Board Dropbox)

- 4.3. Reporting Schedule: The table below reflects who is responsible for providing information (reports) and to whom, as well as the timing, and suggested formats for reports.

Who Creates	Information (Name of Report)	Audience	Timing	Suggested Format
Minister	Progress on priorities & key metrics (Minister's monthly report)	BoT	Monthly, in time for email	Becomes part of BoT meeting minutes
Minister	UUCP Financials (UUCP Monthly Financial Report to the BoT)	BoT Congregation	Monthly in time for Board Meeting	Approved one page email to BoT; Website
Minister	Compliance with Chief of Staff & Delegation of Financial Authority subsections of the Delegation Policy (Delegation Compliance Report)	BoT	Annually	Email; becomes part of meeting minutes
Minister	Progress on the Strategic Plan (Annual Strategic Plan Report)	BoT Congregation	Annually	Paper/electronic detailed report to BoT; summary on Website and in UUCP Annual Report
BoT	Compliance with Governance Policy (Compliance with Governance Policy Report)	BoT Congregation	Annually	Paper/electronic detailed report to BoT; summary on Website and in UUCP Annual Report
Independent Audit per instructions of the Treasurer	Financial Audit (Financial Audit Report)	BoT Congregation	Every two years prior to the Annual Congregation Meeting	Paper/electronic detailed report to BoT; summary on Website and in UUCP Annual Report

- 4.4. Policy and Bylaw Review

4.4.1. On a staggered basis, the Board shall evaluate the policies and bylaws of the UUCP at least every five years. The Board shall evaluate each policy to assess whether and the extent to which that policy furthers the mission and vision of UUCP.

4.4.2. The Board shall evaluate the bylaws to ensure the bylaws facilitate UUCP's ongoing and continued Ministry. The Board should consider seeking legal review of proposed bylaw changes.

- 4.5. Care for Members and Guests (revised 11-27-2018)

It is the policy of the UUCP to provide members and guests with a safe and welcoming environment. UUCP is a Welcoming Congregation, and as such, we welcome everyone of any race, ethnicity, color, sex, gender identity or expression, sexual or affectional orientation or expression, national origin, age, ability/disability, socio-economic status, education, and spiritual or religious belief.

The staff is responsible for ensuring compliance with all sections of this policy and for developing procedures and additional policies to implement as necessary.

4.5.1 Handbooks

The staff, in consultation with relevant advisory teams, will maintain up-to-date handbooks (e.g. Children's Ministry, Right Relations, Emergency Response) that articulate policies and procedures to give practical effect to the principles identified in Board policies. It will be the responsibility of the Minister to keep the Board informed of the content of and changes to the handbooks.

4.5.2 Respectful Relations

The strength, well-being and reputation of UUCP depend upon a sense of fellowship among the members, guests, and staff, which thrives in an atmosphere of trust, respect and cooperation. The staff shall create and maintain procedures to deal with any instances of harassment (sexual, physical, verbal); disruptive behavior (See Appendix 2); and other actions which are a violation of respectful relations.

4.5.3 Protection of Children and Vulnerable Adults

UUCP is committed to providing a safe and nurturing environment for children and vulnerable adults. The staff shall create and maintain procedures for the selection, training and supervision of all persons who work with children and youth, as well as other procedures as necessary to ensure the safety of persons 17 years of age or younger. Similar attention should be given to those working with vulnerable adults,

4.5.4 Building and Grounds Safety and Security

The staff shall ensure that all UUCP programs are safe for participants and staff; that facilities and grounds are maintained in a safe, sanitary, and secure condition; that hazards are corrected promptly; that required licenses and inspections are kept up-to-date; and that access to UUCP buildings is limited to those who have legitimate business there.

4.5.5 Emergency Response Plan

The staff shall create and maintain a written plan for responding to reasonably foreseeable emergencies, including medical emergencies, fire, toxic conditions, weather problems, threatening communications, utility outages, natural disasters, active shooter/ intruder, bomb threat, and other circumstances that create or threaten to create dangerous conditions or threats to life and health.

4.5.6 Alcohol

UUCP is committed to the use and consumption of alcohol only in a safe and responsible

manner. All federal, state and local laws governing the serving and/or sale of alcohol shall be observed. No person under twenty-one shall consume alcohol at any UUCP-sponsored event, even with parental consent. This policy applies to all UUCP-sponsored events, whether held on-site or off-site, as well as to non-UUCP-sponsored events held on UUCP property. The staff shall create and implement procedures to carry out this policy.

4.5.7 Illegal Drugs

The use of illegal drugs, as defined by relevant state and/or federal law, in UUCP buildings and on UUCP property and at off-campus UUCP-sponsored events is forbidden.

4.5.8 Firearms

Unless an exception is approved by the board, No one may carry a firearm on UUCP property except for on-duty law enforcement officers or security personnel hired by the UUCP.

4.5.9 Smoking and Use of Tobacco-like Products

The use of tobacco products (including smoke and non-smoke) in UUCP buildings and on UUCP property is prohibited.

4.5.10 Universal Access

UUCP is committed to making its premises and activities safely and conveniently accessible to persons with disabilities, meeting or exceeding all applicable legal requirements.

4.5.11 Sex Offender Policy

This policy should provide guidance to the minister, staff, and congregation when a registered sex offender (herein referred to as the “applicant”) requests to join the congregation or its activities and/or when an existing member of UUCP is a registered sex offender. UUCP is a welcoming congregation committed to providing a discerning, compassionate, and just response to those seeking membership, including those who are registered sex offenders. At the same time, this policy should promote awareness, vigilance, and safety for all members of the congregation. See Appendix 6 for current policy.

4.5.12 Right Relations Team

The minister should constitute and consult with a right relations team, comprised of appropriately trained members, to promote constructive approaches to interpersonal conflict among fellow members and between members and minister. The team should maintain, review, and propose modifications to the covenant of right relations/commitment (see Appendix 4). The right relations team should provide the congregation with resources for managing conflict constructively, such as mediation, education, and periodic presentation of the covenant to the congregation. In this sense, the right relations team should operate in a proactive, not merely reactive, manner.

4.6. Care for Resources

4.6.1. Finances

4.6.1.1. Minister's Discretionary Fund: A minister's discretionary fund was established

by consensus of the UUCP Board and minister in December 2008. This Fund:

- 4.6.1.1.1. shall not be funded from pledge income
- 4.6.1.1.2. shall appear as both an income item and an expenditure item in the congregation's budget
- 4.6.1.1.3. shall have its final charitable disbursements subject to review only if needed and only by the Treasurer

4.6.2. Fundraising and Restricted gifts

4.6.2.1. 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.

- 4.6.2.1.1. UUCP committees and groups are not permitted to retain their net revenues in non-UUCP bank accounts (e.g., personal accounts).
- 4.6.2.1.2. 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.
- 4.6.2.1.3. The uses of all net revenues from fundraising shall be determined by the Board of Trustees, the Lead Minister, and as authorized by the Congregation in annual budgets.

4.6.2.2. 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.

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

- 4.6.2.3.1. 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
- 4.6.2.3.2. Has a mission, purpose or practices contrary to the stated mission, principles or clearly-stated values of UUCP; and
- 4.6.2.3.3. Has not been approved by the minister.
- 4.6.2.3.4. The UUCP staff must maintain documentation demonstrating that the criteria in section I are met.
- 4.6.2.3.5. The collection and distribution of all outreach funds must be documented in UUCP's financial records with all customary receipts and accounting.

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

4.6.2.5. Restricted Gifts policy [No UUCP documents currently in place for gifts. Informal practices under direction of the Minister may be in place.]

4.6.3. Intellectual property: Procedures governing intellectual property created by the Minister are described in the Minister's Letter of Agreement which is in the custody of the Minister. [No other UUCP documents currently in place for intellectual property.]

Appendix 1
UUCP Financial Report to Board of Trustees¹

Month/Year:

YTD Budget: \$X (net) (net)

YTD Actual: \$X

We are over/under budget by \$X/X%, which is explained by:

Income is more/less than expected by X, because••

Expenses are more/less than expected by X, because•..

Other•

No action is necessary at this time

OR

The following actions are being planned/taken:

1. xxxx

2. xxxx

We are projected to end the year

As expected, balanced/net loss/net gain

Better than expected, balanced/net loss/net gain

Worse than expected, balanced/net loss/net gain

Notes

A report should be given to the Board each month without fail, using the most recent available data.

Only the major budget variances need to be explained. We could set a threshold amount or percentage.

If Board action is requested it should be noted on this report.

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

Appendix 2
 UUCP Disruptive Behavior and Internal Conflict Resolution Policy
 Approved September 2013

The Unitarian Universalist Congregation of Phoenix strives to be an inclusive community, affirming our congregants' varied beliefs, opinions, and life experiences. Right relations with a broad range of individuals and openness to their diverse perspectives are highly valued by our congregation and are reflected in our Mission and in our association's principles. We encourage and promote the free and respectful exchange of opinions among all our members and friends. Constructive engagement is a hallmark of a healthy and vibrant community, and we strive to create a safe and welcoming environment in which we can share ideas, viewpoints, and beliefs in a caring way.

We affirm that all people should be treated with consideration and respect. Ensuring the safety and well-being of the congregation as a whole - both physical and emotional - must take priority over the privileges and inclusion of any particular individual. Disruptive behavior by an individual or group compromises our ability to fulfill our ministry and undermines our sense of community, and it does not need to be tolerated by any organization, committee, or group. Real or perceived threats to the physical, emotional, and/or psychological well-being of individuals must be addressed promptly and firmly.

Disruptive behavior is defined as that which

- Raises concerns for the physical, emotional, or psychological safety or well-being of adults and/or children; and/or
- Interferes with congregational activities; and/or
- Negatively impacts the congregation's ability to serve both present and potential future members; and/or
- Repeatedly or egregiously violates the UUCP Covenant of Commitment to Our Congregation (see attachment).

The following shall be the policy of UUCP in dealing with incidents of disruptive behavior:

1. If an immediate response is required, action will be taken by the Minister(s), if available, and/or the leader of the group involved. This may include asking the offending person(s) to leave, or suspending the meeting or activity until such time as it may be safely resumed. If further assistance is required, the Police Department may be called. Anytime an action of this type is taken without the Minister(s), the Minister(s) must be notified, and a follow-up communication describing the offense and the response should be written and distributed to the Minister(s) and President of the Board of Trustees.
2. Situations not requiring an immediate response will be referred to the Lead Minister and the Right Relations Ministry (RRM). [Note: In the event that the situation involves a member of the RRM, the RRM will recuse itself, notify the Board of Trustees, and request the services of an independent mediator.]

3. The RRM will engage the involved parties and will attempt to mediate the situation, taking into consideration:
 - a. Dangerousness (Is the individual the source of a threat or perceived threat to persons or property?)
 - b. Disruptiveness (How much interference is there with congregational functions/activities?)
 - c. Offensiveness (Is the behavior outside of our UUCP Covenant of Commitment?)
 - d. Causes (Why is the disruption occurring? Is it a conflict between the individual and others in the congregation? Is it due to a professionally diagnosed condition or mental illness?)
 - e. History (Is this a pattern of behavior? What is the frequency and degree of past disruptions?)
 - f. Probability of Change (How likely is it that the problem behavior will diminish or cease in the future?)
4. The RRM will respond on a case-by-case basis, and may request consultation with an outside mediator, should circumstances warrant it. After appropriate investigation the Lead Minister and the RRM may recommend one of the following responses, or may refer the matter to the President of the Board of Trustees:
 - a. No Action
 - b. Recommended Behavioral Changes
 - c. Exclusion from Specific Activities Within the Congregation
 - d. Suspension or Termination of Membership

Suspension or termination of membership is a last resort and shall require a majority vote of the Board of Trustees and the concurrence of the Lead Minister. A member shall be given written notice of intent to suspend or terminate membership, stating the reasons thereof, not less than fifteen (15) days before the Board meeting at which such action will be taken, and shall be provided the opportunity to address the Board prior to the taking of such a vote.

A confidential record of the complaint and the action taken will be maintained by the office; periodic review of the file will be undertaken by the Lead Minister and staff.

Procedure for Requesting Reinstatement: A person whose membership has been terminated by the Board may, after two years, request reinstatement by the Board of Trustees. The Board, after careful review of the circumstances of termination, must approve reinstatement by a majority vote and concurrence of the Lead Minister.

Appendix 3
UUCP BOARD OF TRUSTEES
JOB DESCRIPTION
 (Revised Nov 27, 2018)

Volunteer Position Type: Top leadership, high commitment, year-round, 2-year term

Schedule: 1 board meeting each month, 1 Board working group meeting each month; 1-2 meetings of task forces or committees each month; 1 “Board Chat” or town hall meeting each month; preparation time for meetings; one or two retreats each year, attendance at congregational meetings and significant events in the life of the congregation; approximately 12-16 hours each month.

SUMMARY JOB DESCRIPTION

The UUCP Board of Trustees holds the Mission and Vision of the congregation in trust and sets Strategic Ends to guide the congregation in living out and fulfilling its mission. The Board is not directly responsible for the day-to-day operations of the congregation. It is responsible for overseeing the Lead Minister, monitoring UUCP’s financial health and assessing progress toward the strategic ends. The Board works closely with the Lead Minister in assessing the strengths and weakness of the ministry and congregation culture, educating itself about trends in congregational life and in society at large in order to imagine the future needs, challenges, and opportunities for UUCP.

Board members need to have a breadth of vision that complements their own primary areas of interest. They need to be able to listen well and to live the covenant of our congregation and UU principles. They need to be comfortable with abstract thinking and intangible work products.

Board members share the work of the Board. Each member takes leadership for specific tasks of the Board, project leadership, and participation in Board committees or task forces, such as the finance, governance, or personnel committees.

DETAILED JOB DESCRIPTION

The specific areas of responsibility for the Board fall into these categories:

Governance

- Govern within the structure of policy-based governance
- Review, update and set policy as needed
- Participate, as needed, on board committees and task forces

Discernment

- Promote open interchange and transparency with the congregation as we discover and discern our Mission, Vision, Core Values and Strategic Ends
- Keep Board’s attention, questions and discernment focused upon UUCP’s future
- Make critical and difficult decisions that support progress toward our Mission and Vision

Strategy

- Periodically develop and review Strategic Ends for UUCP (approx. every 3-5/5-7 years)
- Periodically review operational goals for achieving ends

- Adopt an annual operating budget and periodic capital or missional budgets that allow us to move toward our vision of the future for UUCP

Management

- Delineate and limit the authority of the Lead Minister through delegation policies
- Ensure the Lead Minister is fairly compensated and fairly treated
- Ensure that our community is healthy and safe, welcoming and accessible

Oversight

- Monitor the financial wellbeing of UUCP
- Evaluate the Minister's performance and adherence to policy
- Engage in self-examination to assess our performance as a Board
- Evaluate how well we as a community are realizing our Mission

DETAILED TIME COMMITMENT EXPECTATIONS

- One monthly Board meeting, typically weeknight (3 hrs/mo)
- One monthly Board Working Group (BWG) meeting, typically weeknight (2 hrs/mo).
 - The GWG is the working arm of the Board, responsible for reviewing documents, studying issues and presenting recommendations to the Board.
- Preparation for each meeting: read minister's report, financial report and other information received since last meeting (1-2 hrs/mo)
- Communicate regularly with other Board members between meetings through electronic and other means (1-2 hrs/mo)
- Board chats once a month between services (1 hour)
- Attendance at services and major events in the life of the congregation including congregational meetings and periodic town hall meetings (1-3 hours)
- Between meetings, read/research issues related to current deliberations or participate in a task force or committee (1-3 hrs/mo)

LEADERSHIP CHARACTERISTICS/CRITERIA

Sensibilities: Habits of mind that allow leaders to see the larger context of congregational life and leadership.

- **Multicultural Sensibility (Situational Awareness):** Race, Power, Generational, Faith tradition, Social
 - a. Shows a willingness to examine one's own beliefs and assumptions and works to enable radical hospitality at UUCP.
 - b. Demonstrates an ability to consider the internal and external context in which UUCP lives, specifically how:
 - UUCP strengths give us opportunities to achieve our vision
 - UUCP weaknesses threaten to make us less relevant

- **Strategic Systems Perspective:** The ability to envision, enable, create and critically evaluate the Vision, Mission, Values, Ends and Goals of UUCP – in the context of UUCP’s culture.
- **Leadership and Engagement:** Actively engages in the life of the congregation and models behaviors that support the Mission/Vision.
 - a. Actively listens to, educates, challenges, inspires and motivates the congregation around achieving strategic ends.
 - b. Identifies needs for Board training and creates opportunities for those experiences
- **Interpersonal / Relationship Skills:**
 - a. Emotional Intelligence: Knows and takes responsibility for one’s own functioning in the system; aware of one’s own triggers; practices empathy and respect for others’ feelings and perspectives.
 - b. Understands the dynamics of change, the value of creative conflict and is able to engage in change strategies.
 - c. Communication Skills: Effective communicator with respect to listening to, engaging and influencing congregants, the congregation and other leaders (internally and externally)
- **Management / Leadership Skills:**
 - a. Ability to observe, assess and promote the effective operation of the congregation, its operation, life and culture.
 - b. Demonstrate effective task execution
 - Delegation
 - Accountability
 - Task/project management

REQUIREMENTS

- An active member of UUCP
- Display obvious commitment to UUCP and its ministry
- Excited for and invested in the future of UUCP
- Committed to UUCP as a top priority in charitable giving
- Ability to speak comfortably about financial giving, including one’s own giving
- Proven leadership and reliability
- Comfort with electronic communication, including email, internet applications, Google Docs, and Microsoft Office applications such as Word and Excel

BENEFITS

- Work closely with the Lead Minister of UUCP
- Opportunity to be a key leader in the success of the mission and ministry of UUCP
- Engage in meaningful conversation about the meaning, purpose and future of UUCP, as well as ideas of how to achieve our mission
- Develop a broader understanding of UUCP and deepen and share your love for this community
- Meet new people and create deeper connections to UUCP

Liability: Trustees are indemnified by Arizona law; UUCP carries the necessary insurance

Appendix 4

Attachment 1: UUCP Covenant of Commitment (Right Relations) to Our Congregation (Adopted 2003)

- I am committed to the role our congregation plays in my religious exploration, and I respect the shared ministry of each congregant, staff member, and our called minister, therefore:
 - I donate my talents, efforts, and financial support;
 - I assume everyone's good motives by emphasizing the positive in each encounter;
 - I create a safe haven by listening to what others say;
 - I welcome sentiments, beliefs, and feelings different from my own; I state my own views with directness and humility.
 - I know conflict among us is inevitable and manageable, therefore:
 - I recognize that we each have limited time, ability, and energy;
 - I take my concern, anger, and hurt directly to those involved;
 - I say of another only what I would say to him or her;
 - I support those who take leader positions;
 - I accept leadership when called and guide with love, warmth, and humor; I remember to thank others for their contributions.
 - I know our practice of this covenant may be imperfect, and I am committed to our religious community living up to its aspirations, therefore:
 - I welcome others' reminders to me, and I use kindness when I remind others of what we here vow.
- Thus do I covenant

Appendix 5
General Assembly (GA) Delegate Application

General Assembly (GA) Delegate Application

Unitarian Universalist Congregation of Phoenix

Member Information

Name	
Member Since	
Preferred Phone	
E-Mail Address	

GA Delegate Job Description

According to UUCP's policy manual, in order to serve as a UUCP delegate an applicant must:

- be a member of UUCP as defined under UUCP Bylaws;
- have registered, or commit to register, to attend GA;
- commit to attend substantive GA plenary sessions, i.e., sessions at which substantive votes will be taken, barring unforeseen circumstances;
- commit to review the tentative GA agenda when it becomes available, i.e., in advance of attendance at GA, and to read supporting documents or reports to ensure the applicant is prepared to make informed decisions on the matters presented during plenary sessions;
- commit to review the final agenda when it becomes available and to read supporting documents or reports for any new items not included in the tentative GA agenda, as time permits;
- commit, if selected, to vote in accordance with any congregational vote or Board direction concerning UUA elections or plenary session items, and otherwise to commit to vote one's conscience as to what best supports the mission of the UUCP and the UUA, provided that where the missions of the UUCP and the UUA conflict, the applicant shall vote one's conscience as to what will best further UUCP's mission; and
- consider an invitation from the Board to communicate with the Board and/or congregation after GA about one's experience as a Congregation delegate at GA, with particular emphasis upon any GA vote(s) made in accordance with any UUCP congregational vote or Board direction and/or any GA vote(s) made on the basis of one's conscience when the missions of the UUCP and the UUA were found to be in conflict.

Do you agree to comply with the job description above?	<ul style="list-style-type: none"> • Yes • No
Have you attended GA previously?	<ul style="list-style-type: none"> • Yes, in _____ (list years) • No, this will be my first!
Would you like to request financial assistance to register?	<ul style="list-style-type: none"> • Yes, \$ _____ (requested amount) • No

Interests

What are your major interests at GA, and how will they help inform your leadership at UUCP or beyond?

Please email the completed form to board@phoenixuu.org or place it in the Board inbox in Office 2 by March 30.

Appendix 6

Sex Offender Policy

UUCP Sex Offender Policy

Adopted by Board of Trustees October 24, 2017

Preamble

This policy provides guidance to the minister, staff, and congregation when a registered sex offender (herein referred to as the “applicant”) requests to join the congregation or its activities and/or when an existing member of UUCP is a registered sex offender.

UUCP is a welcoming congregation committed to providing a discerning, compassionate, and just response to those seeking membership, including those who are registered sex offenders. At the same time, this policy is designed to promote awareness, vigilance, and safety for all members of the congregation. The safety of congregation members will always be the primary criterion in this decision-making process.

The decision-making process should be mindful of legal guidelines, advice from mental health professionals, and insurance risks. The process should be grounded in broad consultation with UUCP staff, UCCP membership, and authorities external to the congregation. The decision to admit the applicant to participation or membership should be transparent, the presence of the applicant must be fully disclosed, and appropriate limitations on access to congregational activities should be clearly delineated and monitored.

The dignity of the applicant should be respected and, if admitted, he or she should find our community to be a source of support, compassion, and reconciliation.

Scope of the Policy

This policy applies to applicants who have been convicted of sex offense and listed on an official registry of sex offenders. The policy applies to those who committed offenses in a local jurisdiction and to those who committed offenses in any other location.

The policy applies to those who seek to become members, to those who seek to visit UUCP, and those who seek to participate in UCCP activities without becoming members. It also applies if an existing member is, or becomes, a registered sex offender. The policy applies to those who offended against children and those who offended against adults.

The policy recognizes that sex offenses vary considerably in circumstances, nature, and severity. Some applicants are more likely to recidivate, and some present a greater risk to the public and the congregation. Other offenses may be minor in nature and represent low risk to congregation members.

Some sexually-oriented behaviors may be considered inappropriate or offensive by UUCP members but are **not** covered by this policy. These include, but are not limited to, inappropriate sexual comments, aggressive and unwelcome flirtation, and possible sexual discrimination. Concerns about sexually inappropriate behavior should be discussed with the minister who will determine an appropriate response.

This policy does *not* apply when an offender’s victims are members of the congregation. Request for membership are never entertained under those conditions.

Action Steps and Responsible Parties

1. **Notification:** It is the responsibility of the applicant to notify the minister of intention to join the congregation or participate in any of its activities. Notification should occur prior to attendance at any congregational activity. Members of the congregation who become convicted sex offenders should also notify the minister. Failure to notify will result in withdrawal of membership/participant privileges.
2. **Initial Assessment.** Acting on behalf of the congregation, the *minister* reviews with the applicant a checklist of conditions under which the applicant will be considered for possible participation. Failure to agree to any of the conditions listed below is grounds for rejection of the request.

___ Informed consent for UUCP to consult with any specified party to assess the risk represented to the congregation, including the applicants previous congregations

___ UUCP consultation with a probation officer or other legal authorities

___ UUCP consultation with a therapist to assess recidivism risk

___ Willingness to limit participation to those activities specified in a limited access agreement (see below)

___ Willingness for UUCP to disclose the offense and applicant's identity to the congregation

3. **Risk Assessment/Consultation.** Working with the minister, the *Right Relations Ministry* (RRM) assesses the risk to the congregation presented by the applicant. In doing so they should (1) interview the prospective member. They may also (2) speak with probation officers. RRM will ordinarily (3) consult constituents within the congregation (e.g., children's ministry), legal and insurance guidelines, therapists, the applicant's previous congregations, and any other source that will help assess the risk to the congregation. The RRM should also (4) determine whether sufficient congregational support is likely, and (5) assess whether congregational resources are available to implement and monitor safeguards on the applicant's participation in congregational life. For example, a congregation member may be required to accompany the applicant at all congregational activities and the minister must be willing and able to meet with the applicant on a regular basis.

In sum, the RRM comes to a decision based on their assessment of risk to congregation members, congregational support, and the feasibility of an agreement that includes appropriate safeguards.

4. **Recommendation.** The *RRM* makes a recommendation to the UUCP minister and Board of Trustees. If the recommendation is to support participation, the RRM will specify a *Limited Access Agreement* (attached) specifying allowable activities (e.g., services, coffee hour), behavioral guidelines (e.g., a convicted pedophile should never interact with children) safeguards (e.g., one or more members must accompany the applicant, and notification procedures.

Based on insurance recommendation of UUCP's insurer ([Church Mutual](#)), the agreement should include, among other items: (1) prior approval by the minister/office each time the applicant plans to attend a service or event, (2) notification of the congregation that the applicant will be at the service/event with instructions for members to contact the office/minister for more information, (3) a

member of the congregation assigned to monitor the applicant while in attendance, (4) a requirement that the applicant have a pastoral relationship with a minister or lay leader who provides ongoing monitoring, guidance, and support. The agreement should address attendance at both regular (e.g., weekly services) and occasional (e.g., social events).

5. **Approval.** The *Board of Trustees* approves or disapproves the participation request and limited Access Agreement.
6. **Disclosure.** The *minister and staff* inform the congregation of the presence of the applicant, as appropriate to risk level, and provide additional information in response to requests.
7. **Monitoring.** The RRM reviews compliance with the Limited Access Agreement at least every six months. The minister or minister's designee meets with the applicant regularly (such as monthly or quarterly) to provide pastoral support and monitor compliance with conditions.

Attachment 1(Sex Offender Policy)

Source: UUA: (<http://www.uua.org/safe/children/appendices/23514.shtml>)

Draft Limited Access Agreement—Confidential

(Note: Must be adjusted to the circumstances)

Introductory paragraph in cases of convicted sex offender:

The NAME OF CONGREGATION affirms the dignity and worth of all persons. We are committed to being a religious community open to those who choose to worship with us, especially in times of serious personal troubles. However, based on your background, we have concerns about your contact with children and youth in our congregation. The following guidelines are designed to reduce the risk to both you and them of an incident or accusation. We welcome you to our congregation and our membership but your participation will be limited in ways to ensure the safety of our children **[or specify others]**.

Agreement:

You understand that you will not be allowed to volunteer or chaperone events for children and adolescents, including children's religious education classes, talks with children/adolescents/adults **[specify]** during worship, youth group, children's and adolescents' activities during intergenerational events, and driving children and young people.

The following activities checked "Yes" are activities that we feel are appropriate for your participation.

- Worship services
No () Yes () With support person* No () Yes ()
- Coffee Hour
No () Yes () With support person* No () Yes ()
- Adult meetings with children in building, such as choir
No () Yes ()
- Adult meetings without children in building
No () Yes ()
- Have a key to the building
No () Yes ()
- Intergenerational congregation activities
No () Yes () With support person* No () Yes ()
- Intergenerational group outings such as ice skating, baseball games, etc
No () Yes () With support person* No () Yes ()

- Alone in building with minister or other staff
No () Yes ()

- Access to congregation computer
No () Yes ()

- Social activities in other member's homes with children present
No () Yes () With support person* No () Yes ()

- Other:
 - Activity:
No () Yes ()

 - Activity:
No () Yes ()

 - Activity:
No () Yes ()

*A support person is a person who knows about your history/situation and has been designated by you with our approval to accompany you to activities where children and youth may be present.

I accept that the following people will be told of my circumstances in order for them to protect the children/young people for whom they care: INSERT NAMES AND/OR POSITION IN CONGREGATIONAL LEADERSHIP.

I have reviewed this covenant and agree to abide by its provisions. I agree that if I violate this agreement, I will be denied access to future congregation functions and congregation property.

I understand that this contract will be reviewed regularly every six months and will remain in effect indefinite period.

Signature:

Date:

Witness:

Date:

Minister:

Date:

Director/Minister of Religious Education:

Date:

Board Chair:

Date:

Appendix 7

**Unitarian Universalist Congregation of Phoenix
Conflict of Interest Disclosure Form**

This form is required to be filed by all members of the Board of Trustees and by all employees upon commencement of their relevant relationship with the church and annually thereafter. Completion of the disclosure form constitutes acknowledgement of awareness of the policy and procedures. Failure to sign does not exempt anyone from the policy.

_____ I have no conflict of interest to report

_____ I have the following conflict(s) of interest to report (specify):

I certify that I have read, understand, and will comply with the Unitarian Universalist Society of Schenectady's policy on Conflict of Interest.

Name _____

Signature _____ Date _____