



Worship with open hearts

Nurture a learning spirit

Serve justice with compassion

Love without judgment

Board of Trustees

Policy Book

March 10, 2011 DRAFT

**Board of Trustees Policy Book
Cedars Unitarian Universalist Church**

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Board of Trustees Policy Book

Policy Discussion:

I. The Congregation

A. Identity and Purpose

B. Non-Discrimination

I B1	1-20-02 Congr. Meeting	A motion was made and seconded to approve the <i>Resolution for Becoming a Welcoming Congregation</i> and the companion measure to change the Bylaws to incorporate the Welcoming Congregation resolution and extend that welcome across all areas of diversity. (See Policy I B1)
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C. Membership

1. Members and Friends

I C1a (Prev. II A9)	10-07-04 Board Minutes p4	A proposal for centralizing fellowship member database and mailing list in the office was discussed. Jeff explained that these records were currently kept with other information, either financial or for newsletter mailing purposes, and not always conveniently accessible for other uses. Bringing the master lists into the office was suggested as an approach to improving general communication within the fellowship. He said that there seemed to be a need for facilitating new communication channels to supplement the newsletter, which was not always being read because it either needed to be read on-line or printed out for access. The office administrator was probably the most suitable individual to provide oversight and access to the list.
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2. Removal from Membership

I C2a	2-03-05 Board Minutes p2	...discussion of a proposed policy on disruptive behavior, which he explained was not because of a problem but because it was important to have such a policy before there was a problem. He said that the proposal was based on a similar policy from a Cleveland UU church. Discussion then focused on why paragraph "g" occurred between paragraphs defining level two and level three responses to disruptive behaviors, and whether it was intended that no appeal of level 3 action (expulsion from the church) was possible. It was agreed that the policy be accepted with an amendment relocating paragraph "g" to follow the level three paragraph and be prior to the last paragraph (attached as corrected). (See Policy I C2a Disruptive Behavior)
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D. Organizational Structure

I D	7-14-04 Board Minutes p2	The board's intention to consider changes in organizational or governance structure in order to achieve better alignment with the fellowship's evolving needs was also identified as a key planning activity of the next several months.
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II. Governance and Leadership

A. Administrative Matters

1. Process Management

II A1a	9-27-98 Congr. Meeting 6-01-03 Congr. Meeting	<p>Guidelines for making Decisions: ...guidelines for making decisions were adopted by the Members of the Fellowship as our covenant with each other for the purpose of identifying the decision-making responsibilities of the Board, Fellowship Committees, and the Congregation (Members) as well as the role of the Wider Congregation, which includes Friends in addition to Members.</p> <p>Changes to the Guidelines were adopted by congregational vote as recommended by the Nominating Committee and Board (See Policy II A1)</p>
II A1b (prev. II A8)	9-02-04 Board Minutes p2	<p>Member Surveys: There was brief discussion about whether this was a survey needing board approval, but the general understanding was that this would be informal polling at coffee hour and would not compete for member attention with the new-name survey currently being planned. Drew recalled discussion about the possibility of a consolidated annual survey allowing various committees to pose questions to the membership, which seemed sensible but left many details to be worked out (such as who would take responsible for administering it).</p>
II A1c (prev. II A6a)	11-13-02 Board Minutes 10-8-03 Board Minutes p4	<p>Fundraising: ...fundraising proposals within the Fellowship should be approved by the Board to ensure that groups do not end up competing for operating funds.</p> <p>Fundraising policies from the other churches were discussed. Jeff noted that the Boulder approach was a paragraph in their longer policy book which he found appealing for its brevity:</p> <p>"The Board of Trustees will authorize or reject proposed fundraisers based on the following guidelines:</p> <ol style="list-style-type: none"> 1. The congregation as a whole, a committee, a group, or an individual member may propose a fundraiser by submitting an

	<p>11-12-03 Board Minutes p4</p>	<p>application form.</p> <p>2. Fundraisers that benefit the whole congregation take priority over any others.</p> <p>3. Calendar conflicts and impact on previously scheduled activities should be considered.</p> <p>Money raised through fundraising activities will be allocated to the fellowship's general operating fund unless a proposal is made, and approved, to dedicate funds to another specific purpose. It is recommended that funds derived directly from community donations be designated for the Gilbert Fund or other community outreach projects. Sunday morning service special collections shall be limited to no more than one per month. The board must approve a special collection and its date."</p> <p>Basic principles identified were that proposals needed board approval, and that fundraising proposals that benefit the whole congregation would take precedence over those which benefit smaller groups and projects.</p> <p>It was suggested that the Boulder paragraph be used as a first-draft basis for further editing into an UUFBINK policy and that refinements to this draft be proposed for discussion in the next meeting.</p> <p>Jeff explained that a policy paragraph from the Boulder church had been used as the basis for the proposed fundraising policy language.</p> <p>Significant discussion immediately focused on the last sentence, discussing a special Sunday morning collection (and which it was recognized should be separated as a new paragraph 4). General concurrence was that such a collection should be limited to once a month as proposed. It was suggested that such a collection be gathered simply as one-half of the cash contributions collected on that day, but there was also discussion about using special envelopes to segregate and identify the special-purpose contributions so that someone could choose not to participate (how to gather the special collection was later identified as implementing strategy which should be left undefined in the general policy).</p> <p>A small typographic error in the first paragraph was noted as needing correction to read: "funds are not to be solicited...".</p> <p>The proposed policy was approved as revised or corrected in the preceding discussion. (See Policy II A1c Fundraising)</p>
<p>II A1d (prev. II A13)</p>	<p>3-14-06 Board Minutes p2</p>	<p>Supporting Issues of Public Concern: The board discussed a recent issue that arose regarding the circulation of petitions within the Congregation and the Congregation's supporting issues of public concern. The board reaffirmed that issue-driven, as opposed to candidate-driven, campaigns are appropriate if they are supported by the Social Action Committee. The board was reminded of the IRS's</p>

		recent publication of a relevant fact sheet which specifies that non-profit organizations should avoid the advocacy of "any...political campaign intervention."
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2. Communications

II A2a	8-29-01 Board Minutes p1-2	eMail Guidelines: Discussed the email guidelines distributed earlier. There was general agreement that while a strict protocol might reduce conflicts, it could limit our ability to effectively progress matters and may lead to a need for more meetings. It was agreed that we need to exercise sound judgment in email correspondence; when anyone has a strong or emotional reaction, it might best be held for a face-to-face meeting.
II A2b (prev. II A5)	9-10-03 Board Minutes p3-4	<p>Communications Policy: A summary of proposed communications policy was discussed.</p> <p>Jason questioned the newsletter policy reservation of longer article space for minister, Social Action and RE, suggesting instead that messages from the minister, president, and DRE seemed to deserve reservation and that a fourth opportunity for longer articles should be made available to others on a rotating basis.</p> <p>The broadcast email list system on Yahoo was discussed briefly. Walker explained that it was informal, but overseen by a few supervisory "moderators" who forward postings from individual members to the larger list. He also suggested that earlier thoughts had considered some cross-member discussion use, but that actual use had settled on an automated announcement system.</p> <p>It was agreed to return the policy statement to the Communications Committee with a request for minor adjustment in the newsletter reservation of longer article space, and to ask for technical investigation of possibilities for restricted-access posting of minutes and reports.</p>
	3-13-07 Board Minutes	<p>Frank Mandt presented the draft Communications Policy and the Board provided feedback and comments in several areas. Frank and the Board clarified that the Policy provides guidance, but is not absolute. Disagreements over application of the Policy should be brought first to the Communications Committee, or to the Board if/when issues cannot be resolved at the Committee. Kristina will provide consolidated Board comments to Frank in writing.</p> <p>Discussion of editorial policy was tabled for a future meeting.</p>
	4-1-07 Beacon p10	The Communications Committee, in collaboration with the Worship Committee ...revised the Communications Policies for Cedars UU Church. ...The Board approved the Policies on March 18th. (See

		Policy II A2b Communications Policies).
II A2c (prev. III B1)	4-11-01 Bd. Min.	Advertising on Website or Newsletter: Board reaffirmed that no advertising will be taken for website or newsletter.
II A2d (prev. II A12)	1-12-06 Bd. Min. p2	Consistency in Graphic Identity: Carolyn Kempkes would like to ask for Board support as she requests that committees to use the same logo for all publications, communications etc.. We all agreed to give her support for that.

3. Operations and Safety

II A3a	Jul 14, 2009 Board Minutes	<p>Activities Scheduling: Leslie briefly presented the draft of guidelines for the scheduling of meeting space for church-related events that were developed by Donna Mohr, Rev. Barbara and herself. (See attached DRAFT – CUUC Activities Scheduling Policy.)</p> <p>Suggestions from the Board on the Guidelines policy:</p> <ul style="list-style-type: none"> • Clarify that all communications about the Katz Building issues must go through the OA. • Make the calendar easy to see (office white board, Beacon, website, other?). • Clarify procedures for getting access to the Katz Bldg, especially when office is not open – what is the procedure for getting and returning keys? Robin will work out the procedures for opening up and closing down the building after hours (e.g., instructions on using the building alarm system) with the OA. <p>In addition to revising the Guidelines, Robin will prepare a policy for how to get the reservation form and how to get the access information.</p> <p>Suggestions from the Board on the Reservation Form:</p> <ul style="list-style-type: none"> • Re- which room is requested, clarify how many each room seats, the limitations of each space and the available equipment for each space. • Re- equipment of furniture required, make a check-off list (available from Robin) of what is available. • Re- assistance with room setup statement, change to: “Each event coordinator will be responsible for providing own special equipment.”
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		(See Activities Scheduling Policy II A3a)
II A3b	<p>Oct. 14, 2008 Board debrief reTIS</p> <p>May 18, 2010 Board meeting</p>	<p>Use of The Island School Playground Facility: The Board needs to communicate to parents that the terms of our lease with the Island School require that 2 adults must supervise any children who are outside. Arranging for playground monitoring will be a parental responsibility. Channie will draft a letter to all parents regarding this issue. Rod will facilitate the initial meeting of parents and other interested congregants to who are willing to volunteer for playground monitoring; however, coordination of this effort will not be a Board responsibility. Parents will need to develop rules, routine, and scheduling. Without supervision per our lease, children may not be outside. Once organized, names of those who monitor the playground can be incorporated into the Board Welcome and the Sunday Bulletin – to show appreciation and to raise parental awareness.</p> <p>We will add a “Suggestions” folder to the Cedars Leaders communication box, so that congregants can write suggestions to us via that folder. This will help us continue to improve the whole experience at Island School</p> <p>Kim Beyer-Nelson has requested that the RE committee be allowed to charge reasonable fees for playground assistants and other extraordinary RE expenses. Parents have not been volunteering regularly to monitor the playground but wish for their children to be able to play there; our lease requires 2 adult monitors at any time that children are playing outside on the grounds. Any of the fee income not expended at the end of the year would roll over into RE funds for the following year rather than reverting to the general fund.</p> <p>Motion: Michael moved that the Board approve the proposal from Kim and the RE committee to charge parents reasonable fees for playground assistants and extraordinary RE expenses. Richard seconded the motion, which was passed unanimously.</p>
II A3c	<p>Sept 9, 2008 Board</p> <p>Feb 16, 2010 Board</p>	<p>Safety and Emergency Planning: Janetmarie Valiga indicated a willingness to be on a task force to look into the issue of church safety planning during the current church year (2008-9) and make recommendations to the Board at the end of that time. Channie will confirm with her. Post-meeting addendum: Janetmarie is doing this, with input from Terry Siebert and Lisa Ashley.</p> <p>Channie reported that she had received a checklist from the Pastoral Care Team some time in the past regarding planning in faith-based communities for the anticipated H1N1 influenza</p>

<p>II A3f (prev. II A10)</p>	<p>12-02-04 Board Minutes p4</p>	<p>Childcare: A special funding request for the Adult Holiday Party was discussed, with Walker explaining that unanticipated costs for this traditional event would completely exhaust budgeted funding of the sponsoring Adult Programs Committee. He said that the committee had sponsored this party for many years, in member homes and without funding, but that growth in membership was now recognized to require a larger public space (and the renting of the American Legion Hall, since Hyla's meeting room was in use by the school that night) as well as formal childcare in support of parents who wished to attend. He noted that these changes created a funding problem which previous budgets had not needed to address and which the current budget had not anticipated. He also noted that it was only the funding of childcare that had been requested, although the probability of additional requests because of the committee's depleted budget was noted with less than supportive sentiment. It was recalled, however, that this year's budget specifically separated childcare costs as a special line item in order to acknowledge the general need for this support function, so that this cost should be tracked against that budget rather than the adult programs budget. Recognizing this, it was agreed that special child care funding did not appear to be required and should not be charged against the adult programs budget in any case. [This appears to be a budget planning/policy position that should be included in the board's new policy book.)</p>
	<p>1-8-08 Board Meeting</p>	<p>Childcare RE Hours: Motion: That the CUUC Board of Trustees approves funding for an additional half hour of Sunday morning childcare. This was moved by Mark, seconded by Frank and passed unanimously.</p> <p>Channie requested that Program Council ask all the committee chairpersons immediately for their estimates for childcare needs (in person-hours) that are non-RE related for the next budget year so that we can make the best possible estimate for the 2008-09 budget. There will be one childcare pot as a separate budget line that can be tapped by each program as needed. Childcare will not come from any program's budget, but rather from the general 'childcare' line item. In addition, the Board needs to estimate childcare hours required for our two annual meetings and three Town Hall meetings – we will do this at the February Board meeting. However, all childcare needed for ministerial search events must come out of the ministerial search budget.</p>

	<p>3-11-08 Board Meeting</p>	<p>Childcare policy proposal</p> <p>The Board discussed the proposal sent to Program Council by Herb Hethcote regarding establishing two separate methods for setting up childcare for CUUC events other than Sunday services. This statement will be distributed to all program chairpersons and will be ‘boiler plate’ information for any meeting and non-Sunday event announcements.</p> <p>Motion: That the CUUC Board of Trustees approve the following policy (with rationale) as proposed for childcare at church events that do <i>not</i> occur on Sunday mornings (See Policy II A3f).</p> <p>Motion made by Bunny, seconded by Rod, and unanimously passed.</p> <p>We also discussed the need for accountability for the Sunday AM childcare, especially for the 9-10 AM period. It has not been fully used on some Sundays. Perhaps we need to publicize the availability better. For the Sunday Service childcare, we will need to track use of childcare from 900-930 AM and from 930-1000 AM. Since this is no longer the responsibility of RE, Sunday service childcare must be carefully tracked by someone in order to accurately budget for this in the future.</p>
<p>II A3g</p>	<p>Jan 19, 2010 Board Meeting</p>	<p>Member Use of Cedars Facility Spaces: Channie reported that recent events had suggested the need for new policy positions: 1) Budget coverage or cost assignment for space rental for memorial services or other member functions, and 2) whether other organizations should be allowed to use Cedars sound equipment.</p> <p>Michael noted that it seemed like memorial services and weddings were different cases, since one would be open to everyone and the other would be invitation only. He suggested that invitation only functions belonged to the sponsoring individuals, who should be expected to cover costs. In general, subsequent board discussion supported the idea that Cedars ought to cover facility costs for member memorial services (as would be standard practice if we owned a building), although no funds have been budgeted for this use and Jaco noted that the Pastoral Care Committee had recently prepared a memorial services handbook indicating that use of The Island School or other facilities might entail a rental fee (the school waived fees for Bunny Stumbo’s service because of a special relationship with Stan) and that costs for other services such as musical accompaniment, childcare, or special custodial services might also need to be covered (members are not charged for ministerial services, although nonmembers are expected to</p>

	<p>Mar 16, 2010 Board Meeting</p>	<p>pay). Robin offered to investigate these issues further, including how nearby congregations in rented space address them, for further board discussion.</p> <p>Robin summarized the results of her inquiries to other churches regarding their policies for providing memorial services for members who die.</p> <p>Motion: That in case of the death of a member, Cedars will cover the cost of renting The Island School for memorial services if such are requested. Moved by Michael, seconded by Robin, the motion passed unanimously.</p> <p>It was requested that the Board representative to the Budget Leadership Team request that the BLT include a discretionary fund for special rentals of The Island School in the annual budget.</p>
<p>II A3h</p>	<p>January 13, 2009 Board Minutes Addend</p> <p>Jan 19, 2010 Board Meeting</p> <p>Feb 16, 2010 Board Meeting</p>	<p>Piano and Sound System Equipment Rental: The Board unanimously agreed on January 28 by email, in principal, to renting the piano to renters of Webster Hall, according to the attached policy drafted by the Music Committee, and to having that rental documented appropriately on the form included in the policy guideline. The Board has delegated the management of piano rental to the Music Committee since that committee is responsible for the use and maintenance of the piano. The attached form was sent out to our very first renter, the BI Chinese Connection, on January 29. (see Policy II A3h)</p> <p>Channie explained that other organizations renting Webster Hall often enquire about use of Cedars’ sound equipment. She suggested that a formal policy was needed to establish fees and understandings about proper equipment operation and the consequences of loss or damage. Michael noted that compensation for the services of a trained operator might also be an issue. It was noted that there is already a similar procedure in place for use of the Cedars piano, and Channie said that Barry was willing to work with the board on adapting that process to apply to the sound equipment. Vinnie offered to work with Barry on that.</p> <p>Barry Peters has provided a modification of the current piano rental contract for possible use for rental of the audio equipment. It was suggested that anyone wanting to rent the audio equipment should probably hire one of our operators to run it in Webster Hall, since there is a complex interaction between equipment and that space.</p> <p>There has been some congregational comment about the</p>

	Mar 16, 2010 Board Meeting	<p>current sound system, and a desire to improve it. The issues may be more with the Webster Hall space than with the equipment. Rental income could give us a fund for maintaining or replacing the equipment as a result of ordinary wear and tear (the contract would require replacement by the renter if they cause damage). Requisite rental fees would be included in the contract. If we decide to invest in any new equipment, it would be advisable to coordinate with The Island School, possibly cost sharing, especially if the improvements will remain in Webster Hall.</p> <p>Vinnie reported that the Operations Committee had proposed a policy for the rental of our sound system by outside groups who rent Webster School that required a \$30 rental fee for the event and training on use of the equipment by one of our operators before the equipment could be used. The equipment can only be used in Webster Hall. In response to the concern of the Board that the training must be thorough, Vinnie said that the Cedars sound system operators present at the meeting felt that the training they offer would be sufficient, and they pointed out that there is a checklist for operators to use. Discussion continued about the importance of being certain that the sound system would be in working order every Sunday morning for worship services and how that might be insured if we did rent out the equipment. Finally the Board decided that we would not pursue having a standing policy for renting our audio equipment. Furthermore, the sound system will only be used for Cedars UU functions and by The Island School as contained in our contract with TIS for Webster Hall rental.</p>
II A3i (prev. II A7)	8-3-04 Board Minutes p3	Two Services Support: The two services recommendations were formally considered for board concurrence, with formal agreement with 9:30 and 11:15 scheduling, agreement that how services or RE should be conducted were the responsibility of Worship and RE Committees rather than the board, and that the board carried responsibility for providing necessary resources and monitoring overall success of the endeavor. The board was also noted as responsible for continuing and enriching the discussion of why moving to two services was beneficial

B. Meetings and Voting

II B1	2-03-05 Board Minutes p1	Approval of Minutes for Congregational Meetings: ... there did not seem to be a policy for acceptance or approval of minutes for such [Congregational] meetings. Jason indicated that it was standard (Robert's Rules) procedure for records of such meetings to be accepted by the membership represented in the meeting, and
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		suggested that a relevant policy needed to include adding approval of previous meeting minutes to the agenda for all congregational meetings.
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C. Board of Trustees

1. Meetings

II C1a	12-12-01 Bd. Min.	Notice of Board Meetings: Have not always been in compliance. Consider possible change to specifically allow electronic notices.
II C1b (prev. II C5)	10-07-04 Board Minutes p5	Distribution of Meeting Minutes: Format and distribution of minutes for board meetings was discussed briefly. Julie asked whether a briefer format couldn't be produced with less effort and distributed earlier. Richard responded by explaining that although he didn't try to record everything, he felt that board presentations and discussions were a significant part of the board's work and needed to be included in the record for later reference, and that he had not found earlier completion to be achievable despite his similar desire. He also explained that his electronic "packaging" of minutes and attachments was intended to keep related documents together for easier retrieval and that the same package was distributed to committee chairs. As new policy, the board determined that distribution of minutes to other than board members should not occur before formal acceptance or correction.
	8-14-07 Board Minutes	Formalizing of Procedures For thank you notes: Sandy Bullock sends thank you letters appropriate for tax purposes acknowledging pledges and cash gifts. The Treasurer and Office Administrator send thank you letters appropriate for tax purposes acknowledging non-cash gifts At each Board meeting, Board will send informal notes to 3 members expressing our gratitude for gifts or services they have given Cedars. Rev. Julie suggested this as a way to have a "culture of gratitude". For distribution of Minutes: Initially, send out to full Board by email to get feedback. Then, send final draft pending formal approval by email to the Program Council (via the VP), DRE, and Finance Committee (via its chairperson). Then, after formal approval, [send] to the Office Administrator for filing in notebook.
	8-11-09	Rev. Jaco recommended that the Board consider adding a short

	Board Minutes	monthly Board Report to the <i>Beacon</i> newsletter. Richard noted that the Beacon primarily has announcements of activities to happen in the future, but few reports on what happened at events. Channie added that there had been no summary of the important June 2007 Congregational Meeting results, for example, and volunteered to report – as Board President – on all future congregational meetings. Michael and Vinnie – as at-large members – offered to prepare a brief monthly Board report for the <i>Beacon</i> . Michael will author it through the December newsletter, with feedback from Vinnie, and Vinnie will take over for the rest of the year. In order to make the mid-month deadline for the newsletter, they will need to receive the minutes from the Secretary within a couple days after the Board meeting.
II C1c	7-14-09 Board Minutes	Frank announced that he will give quarterly Treasurer’s Reports to the Board instead of monthly. The Finance Committee, however, will meet monthly to evaluate cash flow, and the Board will be notified of any serious issues should they arise.

2. Role and Responsibilities

II C2a (prev. II C3)	7-14-04 Board Minutes p2	Liaison Relationships: the relationship was not intended to require attendance at all committee meetings, but to attend and communicate enough to remain aware of committee needs and planned activities of which the board should be aware.
II C2b (prev. II C4)	7-14-04 Board Minutes p3	Annual Bylaw Review: Ron observed that the bylaws currently state that the nominating committee is to begin meeting 6 months before the annual meeting, and commented that bylaw review ought to occupy the other part of their year. He then recalled that the committee had actively discussed moving bylaw review to another committee in the past. Julie asked if a new committee could be formed to deal exclusively with that challenge, and Richard commented that the task would grow significantly as the board began to consider changes in organizational and governance structure which would need to be reflected in revised bylaws, so that accomplishing this more directly under board review might be very appropriate.
II C2c	Sep 8 2009 Board Meeting	Annual Report The Bylaws assign Board responsibility for oversight of congregational activity. As a response to the responsibility for such oversight, the following was proposed: “At the end of the church year, in addition to the bylaw-required

	June 15 Board Meeting	<p>leadership election and the conduct of business as necessary, the agenda for the Annual Meeting of the Cedars congregation should include a report summarizing the year's achievements in support of the congregational mission.</p> <p>This report should be based on summary reports from each of the church's program committees and such other committees and staff as the Board may wish to include."</p> <p>Richard explained the rationale for having each committee prepare a brief annual report would allow the Board and congregation to see how Cedars programming and mission are being carried out.</p> <p>The Board expressed its unanimous support for the proposal in principle and requested that Richard present it to Program Council at its next meeting. After gathering their comments on how best to implement the proposal and suggestions for a template for reporting</p> <p>Frank added that the complete report for the year will be available after the year closes on June 30, possibly by some time in July. Richard suggested attaching the end-of-year report to the Annual Report as an addendum that would not be put on the website with the rest of the Annual Report. Michael suggested that for the web-published Annual Report, the financial report section be a narrative synopsis of the year, using percentages rather than actual numbers. The full financial report for the year will, as usual, be filed in the church office. Frank will do the synopsis for the end of the year, and will file the full financial report in the church office.</p>
II C2d (prev. II C2)	12-10-03 Bd. Min. p3	Compensated vs. Volunteer Roles: ...board policy action is needed to separate appropriately compensated roles and tasks from member participation expected on a volunteer basis.
II C2c (prev. II C7)	5-9-06 Bd. Min. p2	Interim Minister Support: The Board expressed its commitment to seek a full-time interim minister for a two-year period beginning this fall when a settled minister would normally return to the pulpit after summer sabbatical.

D. Committees

1. General

II D1a (prev. II D1c)	3-03-05 Board Minutes p7	Committee Autonomy and Use of Budgeted Funds: ...asked for board approval of an Adult Program community forum on the role of religion in the public square. Whether this approval was necessary was questioned, and it was noted that board approval of typical
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		<p>chartered activity is not required (see board minutes of April 14, 2004 for policy discussion) (See Policy Discussion reference II D1b). However, it was also noted that the committee's charter does not seem to identify public forums as a committee function even though they have been a committee tradition, and that board approval is appropriate (and an explicit responsibility of the board under the guidelines which supplement church bylaws) (See Policy II A1a) for activities presenting the church name or reputation in public or linking it with other organizations.</p>
	2-11-04 BM p2	It was agreed that committees are free to use their budgeted funds without further board approval.

2. Program Committees and Council

II D2a	4-14-04 Board Minutes p3	<p>Sponsorship of Public Events: Jeff reported that fellowship friend Linda Sewright had approached him about fellowship sponsorship or co-sponsorship of a labyrinth walk for domestic violence awareness. Jeff indicated that the request had been directed through the Social Action Committee to the board, although he commented that he felt it might be appropriate for committees to make their own judgment about such sponsorship. Significant discussion about how much freedom committees should have in such a question followed, and it was informally agreed that an appropriate policy for fellowship-sponsored events might allow operational freedom within the guiding framework of UU principles and the fellowship's mission statement. Diana observed that such a policy was central to larger questions of organizational structure and governance, and that the policy governance model seemed to suggest just such a board/committee relationship.</p> <p>Drew commented that such a policy might benefit from more intentionally structured relationships between committees and the board, perhaps with committee chairs confirmed or appointed by the board and accountable to it. Jeff and Diana both noted that the basic problem seemed to be that there were no formal policies for any of this, and Jason added that a further need was for stronger bylaws that identified standing committees so that new committee formation could not occur casually. To close on the original question, it was agreed that the labyrinth walk proposal be returned to the Social Action Committee for consideration of merit and whether it should receive sponsorship as an action of that committee.</p>
II D2b (prev. II D2d)	4-14-04 Board Minutes p4-5	<p>Program Council Role: The role of the nascent Leadership Council within the fellowship's governance structure was discussed at length. Jeff distributed a copy of the draft charter prepared earlier (and distributed with the board's February minutes), but suggested that he had come to feel that the fellowship gains less from a regular meeting of all committee chairs than it might gain from a meeting of</p>

		<p>"program" chairs, and he thought it would be helpful to conceptualize a structure that would include a program or ministry council as well as a separate support council that is more administrative in nature. Referring to the listed committees in the draft charter, he suggested that Endowment, Finance, Long Range Planning, Nominating, Sunday Services, and perhaps Communications as well as the women's group were probably not appropriate participants in a program-oriented council.</p> <p>Diana noted that she had advocated a leadership council rather than a program council in the early stage of its formation, and had probably been responsible for the present name. She said that her objective had been to gain as many participants as possible, to maximize coordination and because there was no identified role or charter. She indicated that subsequent council meetings and discussions gave her a sense that it would now be acceptable to narrow the focus as Jeff suggested, and that the program-oriented committee chairs would probably prefer a program council orientation. She also suggested that Communications might be included because of the website and newsletter roles in program coordination.</p> <p>Jason suggested that it might be better to approach such change after more specific work on organizational structure. Diana replied that she did not think Jeff's suggestions would be controversial, and that there were really only two significant questions: who should be involved in the council, and whether there was any board support for a tentative council desire to become "a decision making body for things the board does not do".</p> <p>A formal motion was made and passed to accept the draft charter as an "interim charter" (until questions about fellowship structure can be addressed more directly), with removal of Endowment, Finance, Long Range Planning, Nominating, Sunday Services Committees, and the Women's Group from the participants' list, and with a change in name substituting "Coordinating Council" for "Leadership Council" each time that it occurs. This motion also recognized the board's intention to establish a parallel support council consisting of those committees identified and "released" in the motion.</p>
	5-12-04 Board Minutes p1	<p>The minutes for April 14 were reviewed and discussed with several comments suggesting additions or corrections. Jason noted that the page 4 record of action on a draft charter for the renamed Coordinating Council did not clearly convey the board's decision to not accept a council suggestion that the charter include language establishing the council as "a decision-making body for things the board does not do", and suggested that this clarification be added to the record of that discussion.</p>
	June 9, 2009 Board	<p>Rev Barbara explained the rationale for revising the Program Council charter and reviewed all the changes that had been approved by the Program Council on May 20. The Program Council will become</p>

	Minutes	more of a visioning group and will meet approximately 6 times each year. ... Motion: Michael moved to approve the charter revisions as circulated, Rod seconded, and the new Program Council charter was approved unanimously.
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3. Nominating Committee

II D3a (prev. II D3c)	3-13-02 Board Minutes p1	Identification of Candidates for Committee Posts: Generally agreed the NC should identify candidates for Committee Chairs and other key posts, in addition to the Board.
	4-09-03 Board Minutes p2	Discussed the need to find Committee Chairs for the next church year. The Nominating Committee is not enthusiastic about taking on this work. Agreed that the Board liaisons, working with current committee chairs, will help find replacements where the current chair is unwilling to continue next year.
II D3b	2-13-02 Board Minutes p2	Board Appointment vs. Committee Recommendations: ...suggested a need for a Denominational Affairs position that would represent the Fellowship at District meetings and provide greater outreach within the denomination... General agreement that the role has value, but question as to whether the Board should make an appointment or refer the matter to the Nominating Committee.

4. Additional Committees and Taskforces

II D4a	9-14-01 Bd. Min. p1	Finance Committee: Ron to lead effort to expand scope of Finance Committee to include budgeting & other appropriate functions. Prepare charter and identify additional skills/people needs
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II D4b	1-14-04 Board Minutes p2	A revised charter for the Committee on Shared Ministry was presented by Jason (copy attached). He noted that it seemed well-prepared and responsive to board concerns about the overall committee role as expressed in the earlier draft. The charter was briefly discussed and accepted by the board as presented.
	9-8-09 Board Minutes	The revised charter for the Committee on Ministry was pre-circulated (Attachment a.) and comments were gathered by email last month. The Committee on Ministry and the ministers are satisfied with the revisions. The changes from the previous charter (name change and frequency of reporting to the Board) were pointed out and explained. Since that will now be a quarterly report, as is the report from the Finance Committee, we will need to schedule the reports to occur on different months. Motion: Frank moved to approve the revised charter, Robin

		seconded, and the revised charter was approved unanimously.
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II D4c	3-10-04 Bd. Min. p3	A further conclusion was that the endowment committee should use its best judgment about investing the funds while investigating the feasibility and timing of a capital campaign.
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II D4d	4-11-06 Board Minutes p2	Drew reported on the Communications Committee, its newsletter and the role of the Board as a body that may direct its function. Jason added that Frank Mandt, Chair of the committee, has agreed to meet with him to review policy changes.
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E. Minister and Staff

1. Minister

II E1a	9-12-01 Board Minutes	...contacted the District (Anne Heller) regarding guidelines for a Consulting Minister's involvement in a Fellowship's ministry search process. Anne was very clear that it was inappropriate for the minister to be involved.
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II E1b	9-02-04 Board Minutes p1	Drew distributed a one-page report titled "A Primer on Clergy Pay" (copy attached) explaining the general concepts of ministerial compensation and how tax law applies differently to the several principal components of salary, housing, insurance, pension, and professional expenses. He explained that ordained ministers are not required to pay income tax on a reasonable housing allowance (or on the value of housing that might be provided in a parsonage), and that the board has a responsibility to ensure that the allowance is a reasonable and appropriate reflection of overall housing costs in the community, and that this must be done on an annual basis (but can be amended) and recorded in minutes. (See Policy II E1b: Ministerial Pay)
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2. Staff

II E2a	6-13-01 Bd. Min. p2	Child care rates were reviewed and the current rates are: \$20/hour for professional, \$6/hour for teens, an article will appear in newsletter to this effect to insure chairs of committees are aware of the rates.
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II E2b	3-10-04 Board Minutes p3-4	With regard to the coming (April) test of a two services format, Jeff asked whether any additional funds had been requested to implement the change. Robert replied that he thought the choir needed to pay Carol for an additional "unit" of service (at \$50 per unit, currently at
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		two per week to cover the Monday practice and the Sunday service). It was explained that a common understanding of a unit would be work of a morning, an afternoon, or an evening. It was suggested that this test period could be addressed with an increase per unit, but the simple addition of a second unit without adjusting the per-unit compensation for the doubled Sunday effort was judged more straightforward and appropriate at this time.
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II E2c	7-14-04 Board Minutes p4	Several policy positions that had been discussed by the board during the budget planning work were recalled and then formalized by motion and acceptance. The first policy position establishes a minimum threshold of half-time employment before provision of health coverage, insurance, and other benefits in proportion to the level of employment. The second policy position establishes a goal of moving move toward fair compensation guidelines for all positions. .
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II E2d	10-11-05 Board Minutes p3	Jason moved to approve the Oct. 4 draft personnel policy no.1. Frank seconded the motion... Frank moved that the draft be amended to reflect the new title, "Hiring Policy." Richard seconded. Approved unanimously. Frank moved to approve the draft personnel policy no. 1 as amended. Two "yes" votes; two "no" votes and one "abstention." Jan broke the tie by approving the draft, three "yes," two "no" and one abstention. (See Policy II E2d: Hiring Policy)
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III. Fiscal Matters

A. Fiscal Year

III A1	12-12-01 Board Minutes	Fiscal Year – The Bylaws state the fiscal year shall end June 30th, although we operate on a calendar year basis. Agreed that the Finance Committee should evaluate the merits of changing to fiscal year ending June 30th. If a change is proposed, it should identify the benefits and recommend how to deal with transition issues.
III A2	10-13-09 Board Minutes	Budget Development Process Proposal: Rev Jaco was asked to speak about a draft charter for a Budget Leadership Team (BLT) based on his experience with such a team in his previous congregation. Although he has seen it work well, he emphasized that he was not pushing for us to adopt it. This is one model for potentially improving our process. This allows for a budget to be ready for affirmation at the Annual Meeting in June; opportunities for input and adjustment occur earlier in a more visible and inclusive process. Such a Budget Leadership Team would have representation from

		<p>persons involved with programming and with personnel in addition to the Finance Committee, and thus have a wider base in the congregation than our current model allows. This should give the congregation more confidence that the larger mission of the church is being served in the budgeting process.</p> <p>Proposal:</p> <p>Budget Leadership Team — Draft Charter</p> <p>Purpose: The Budget Leadership Team (BLT) conducts a thorough annual process to create a final Proposed Budget, based upon the general time line below. (See Budget Creation Time Line.)</p> <p>Rationales: Transparency and inclusivity will minimize controversy and increase positive results. Inspiring vision and meaningful mission are the most effective drivers of budget priorities.</p> <p>Membership: The BLT consists of 4-6 involved and well-respected members, appointed by the Board and visibly representative of certain church arenas, i.e., Board, Finance, Personnel, and Program. (At least one person very knowledgeable about Program activities is essential, as is someone with good spreadsheet skills.) This is a demanding but high esteem role, active in a concentrated time period. Since the composition of BLT membership is dependent upon volunteer availability, other aspects of the congregation may be represented, as appropriate, but all should understand that they all carry a broad mandate to reflect both their representative arena and the vision/mission of the whole church. The Team itself is a permanent entity, with members serving two-year terms in a clear rotation so that experienced members overlap with new members. A maximum of two successive terms are allowed.</p> <p>Tasks:</p> <ul style="list-style-type: none"> • Collaborate with Stewardship Team to conduct a well-publicized fall “Budget Vision Town Meeting” to hear how the congregation wants to support emerging church vision and mission thru their pledges. • Meet with reps from Funded Committees, as desired, to hear their goals and budget request rationales. • Create an Early Draft Budget for internal use only (not a secret, but also not for general circulation or Stewardship use). • With accurate Stewardship numbers, revise Early Draft
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		<p>Budget into a Proposed Budget, making decisions as to how the proposed budget will serve the best interests of the church and its mission.</p> <ul style="list-style-type: none"> • Conduct a short series of well-publicized open Budget Hearings, present attendees with Proposed Budget, answer questions, explain rationales, and receive feedback from Hearing participants. • Incorporate such feedback into an appropriately revised Proposed Budget, as necessary, and help facilitate its endorsement by a majority of the Board. • Collaborate with Board to present the now-Recommended Budget at a final well-publicized open Budget Hearing prior to the Annual Meeting. • Suggest to the Board any helpful modifications of the process for the following year, as necessary. <p>Proposed Budget Creation Time Line:</p> <p>June Board appoints and announces new Budget Leadership Team members at Annual Meeting.</p> <p>Early October BLT members meet, review charter and time line, choose a chair, schedule “Budget Vision Town Meeting” (in collaboration with Stewardship Team) and assign tasks.</p> <p>Early November “Budget Vision Town Meeting” is held: To hear what aspects of vision and mission the congregation especially wants to support. To explain the process and encourage strong Stewardship via volunteering and pledging. BLT and Stewardship Team coordinate goals and dates for upcoming Stewardship events. Esp. to ensure that accurate pledge numbers will be available for later budget prep. BLT requests the Finance Committee to: Obtain initial estimated expenses and budget requests from Funded Committees. Ask for and assemble initial numbers for Personnel line items. Gather projections of fixed costs plus conservative estimates of non-pledge income.</p> <p>January BLT sets schedule for meetings with Funded Committee representatives in February. Finance Committee submits to BLT the collected info above. BLT attends January Congregational Meeting.</p> <p>February BLT meets with Funded Committee representatives to hear their goals and request rationales.</p>
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		<p>March Stewardship Campaign unfolds. BLT creates Early Draft Budget and schedules two Budget Hearings for late April/early May.</p> <p>April BLT gets accurate Stewardship numbers; revises Early Draft Budget into a balanced Proposed Budget.</p> <p>May BLT holds two well-publicized open Budget Hearings, at differing times (weekday/weekend) to encourage participation, then adjusts Proposed Budget, as necessary. BLT sends Proposed Budget to Board of Trustees a week before their May meeting, to review. Board of Trustees amends, as necessary, and votes to recommend the Proposed Budget. Board and BLT hold final open Budget Hearing to present the Recommended Budget.</p> <p>June Board publishes the Recommended Budget for the Congregational Meeting, which approves it.</p> <p>Discussion: An initial impression is that this draft document is overly bureaucratic and perhaps unnecessary in times like this when programs are fighting over crumbs. On the other hand, this is good in that it lays out a timeline that stretches through the year, which should dovetail with year-long stewardship work. It is important to have good interactions between the Finance Committee and the Program council for programming to be well-represented. Having a Budget Leadership Team that is wider than the Finance Committee is good in that it gets more people invested in the fundraising and spreads responsibility for determining the budget amounts. It is critical to get highly-esteemed members on the Budget Leadership Team; electing them at the Annual Meeting, along with the Board of Trustees, may add to congregational confidence in them. (This is too late for 2009-10, but possible for 2010-11.) The question arose about whether or not having ‘budget hearings’ would promote conflict. It seems to work well for the Housing Resources Board and United Way when they are awarding grants. There will be a heavy demand on Budget Leadership Team members’ time when the hearings are scheduled. When we have a good well-defined process for hearing congregational input, we can say – with credibility – that the process did occur and input at the Annual Meeting is simply too late. We need to have a process set up around budgeting and stewardship, but don’t need to ‘reinvent the wheel’ ourselves – look to what others have done. Communication with the congregation will be a huge – but key – challenge to get the participation needed for this process.</p> <p>1-10-10 Frank Petrie announced that the budget for the coming church year</p>
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	Congr. Meeting Minutes:	will be prepared by the newly-formed Budget Leadership Team, consisting of Greg Bedinger, Heidi Parkington, Larry Frank, Channie Peters and himself. The budget building will be a very open, transparent process with ample opportunity for any congregant to give input. It will be a vision-based budget, informed by discussion the BLT will have with program committee representatives and neighborhood teams.
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B. Custody of Funds and Record Keeping

1. Policy and Accounting Coordination

III B1a (prev. III B3a)	9-02-04 Board Minutes p3	<p>Ron distributed modified copies of the financial policy worksheet (copy attached) which he had shared in the previous meeting. He explained that there were now "starter" entries in the first column to indicate which and how many board positions might be authorized to perform each action or "power", such as the suggestions that any one of the four officers could endorse checks and that two persons would be required for all other powers. He also observed that the Treasurer had not been included in any of the remaining powers so that the Treasurer would be more independent and overall financial controls would be stronger.</p> <p>Walker wondered if it wouldn't be better to always require that one of the two members in each situation be one of the officers. Jason asked if so many people should have authority over financial actions and suggested that the powers be limited to only the four officers for tighter accountability and control. Julie recalled that it been that way in her previous church, and Ron commented that in his experience that was a common practice. Jason also suggested that two signatures be required on checks above a dollar limit, perhaps \$5,000. He also suggested that it did not seem necessary to keep the treasurer from signing checks. Drew suggested, and all agreed, that significantly more discussion might be necessary in order to establish board and congregational policy about how funds might be borrowed or assets assigned. With respect to all other powers, it was suggested that the form be redrafted by Ron to correspond to the meeting's discussion before final action in a month.</p>
	10-07-04 Board Minutes p3	<p>A revised version of the financial policies worksheet was presented by Ron (see previous meeting minutes). He noted that the changes reflected the previous meeting's suggestions, and basically removed some codings not used (i.e., E, F, and G) and added explicit conditions to the endorsing of checks. Whether other actions such as obtaining credit cards needed to be added was discussed briefly before deciding that such action would be covered as opening an account or borrowing money (items 2 and 4 on the worksheet). Ron</p>

		suggested any listed action other than the endorsing of checks should also require formal mention in the minutes of a board meeting, and that suggestion as well as the worksheet form itself (copy attached) were then formally approved as policy of the board, to be included in its policy manual. (See Policy III B1 Financial Policies)
III B1b	12-10-03 Board Minutes	...accounting for the Adult Programs' "Night in Siena" dinner activity (which had raised \$335) suggested an important relationship that needed to be established between the board's newly adopted fundraising policy and the accounting system. He proposed that approval of a fundraising request should always trigger a new sub-account in the fellowship's records for tracking that activity and keeping its expenses and income off of the primary books until settled against each other. Robert suggested that this was now how the dinner had been handled.
III B1c (prev. II D2b)	2-11-04 Bd. Min. p3	Use of the (RE) scholarship fund is to support activity participation by families or family members needing assistance to do so (by confidential request to Drew or the RE chair).

2. Pledging, Special Contributions and Gifts

III B2a (prev. III B4a)	1-06-05 Board Minutes p4	Jeff recalled that a December email polling of trustees had authorized a special offering at the Christmas Eve service, and that this had raised almost \$1,000 (apparently) for a new Minister's Discretionary Fund that will provide resources for helping people in special need. He then suggested that in response to interest in the Social Action Committee he wished to entertain a motion to continue the practice with an additional monthly collection with outreach as the general objective. This was discussed at some length with general concurrence. Jason then moved that the board authorize the taking of a special collection once a month, the purpose for which will be generally to support the community in the wider world through cash donations to groups and organizations of the minister's choosing, in consultation with the Social Action Committee. The motion was seconded by Dianah and approved unanimously by the board.
	3-13-07 Board Minutes	Beverly and Reverend Julie presented the Social Action Committee's request to conduct a special collection the last Sunday of each month, in lieu of a general offering – something we'd tried on a trial basis. Pledge checks also may be put in the "plate," but should be clearly identified as such. Alan moved to conduct a special collection the last Sunday of the

		month (under the direction of the Social Action Committee) in lieu of the regular offertory, Frank seconded, and the motion passed unanimously.
III B2b (prev. III B4b)	1-06-05 Board Minutes p4	Jeff then suggested that another motion be offered to create the discretionary fund and specify how money may be released. Drew commented that as preparation for this, he had assembled a possible policy statement covering administrative aspects of such a fund, which he then read for discussion (copy attached). After discussion, which covered the special risks and controls needed to protect fund assets while allowing confidentiality for disbursements, Jason moved for the creation of a Minister's Discretionary Fund and authorizing the Treasurer to create a new checking account in which the Minister and the Treasurer would have signing authority as described in the policy statement read earlier. The motion was seconded by Walker and approved unanimously by the board. (See Policy III B2b Minister's Discretionary Fund)
III B2c (prev. II A11)	12-13-05 Board Minutes p2	Jason redrafted Jeff Philip's policy on the gifting of securities. The Board asked questions for clarification and recommended adopting a language that reflects the donor's perspective. Frank moved to adopt the policy as amended (See Exhibit A); Dianah seconded; unanimously passed. (See Policy III B2c)

3. Reimbursements

III B1	4-11-01 Bd. Min.	Board reaffirmed that no advertising will be taken for website or newsletter. (Moved to be with Communications Policy)
III B3a	5-8-07 Special Board Meeting	... Among the items discussed was the recognition that Cedars does not have a written policy related to qualifying staff professional expenses. Action Item: The Board requests that the Finance Committee work with next year's Board to research and develop a policy on staff professional expenses.
III B3b	12-9-08 Board Meeting	Travel Expense Reimbursement Policy and Guidelines Motion: Robin moved to adopt the policy as pre-circulated, Michael seconded, and the resolution was approved unanimously (See Policy III B3b) .

Board of Trustees Policy Book

Formal Policy as Adopted:

POLICY I B1: Becoming a Welcoming Congregation *(As approved 1/20/2002)*

Resolution for Becoming a Welcoming Congregation:

Whereas, The Unitarian Universalist Association (UUA) Board of trustees, in 1988, established the Welcoming Congregation Program for congregations interested in becoming more inclusive; and

Whereas, The 1989 General Assembly of the UUA adopted the following Commitments as an outline for the Welcoming Congregation Program:

1. A Welcoming Congregation is inclusive and expressive of the concerns of bisexual, gay, lesbian, and/or transgender persons at every level of congregational life-in worship, in program, and in social occasions, welcoming not only their presence but the unique gifts and particularities of their lives as well.
2. A Welcoming Congregation does not assume anyone's affectional/sexual orientation and/or gender identity. Vocabulary of worship reflects this perception; worship celebrates diversity by inclusivity of language and content.
3. An understanding of the experience of bisexual, gay, lesbian, and/or transgender persons will be fully incorporated throughout all programs, including religious education.
4. The bylaws and other official documents of a Welcoming Congregation include an affirmation and non-discrimination clause affecting all dimensions of congregational life, including membership, hiring practices, and the calling of religious professionals.
5. A Welcoming Congregation engages in outreach into the bisexual, gay, lesbian, and transgender communities, both through its advertising and by actively supporting other bisexual, gay, lesbian, and transgender affirmative groups.
6. A Welcoming Congregation offers congregational and ministerial support for services of union and memorial services for bisexual, gay, lesbian, and/or transgender persons, and celebrations of evolving definitions of family.
7. A Welcoming Congregation celebrates the lives of all people and welcomes same-gender couples, recognizing their committed relationships, and equally affirms displays of caring and affection without regard for sexual orientation.
8. A Welcoming Congregation seeks to nurture ongoing dialogue between people of different affectional/sexual orientations and gender identifications, and to create deeper trust and sharing.
9. A Welcoming Congregation encourages the presence of a chapter of Interweave (Unitarian Universalists for Lesbian, Gay, Bisexual, and Transgender concerns).
10. A Welcoming Congregation affirms and celebrates bisexual, gay, lesbian, and transgender issues and history during the church year (possibly including Gay Pride Week, which is in June).
11. A Welcoming Congregation, as an advocate for bisexual, gay, lesbian, and/or transgender people, attends to legislative developments and works to promote justice, freedom, and equality in the larger society. It speaks out when the rights and dignity of bisexual, gay, lesbian, and/or transgender people are at stake.
12. A Welcoming Congregation celebrates the lives of all people and their ways of expressing their love for each other.

and Whereas, This Fellowship has conducted a series of workshops over the past twelve months to educate our community on issues dealing with bisexual, gay, lesbian, and transgender issues and history; and

Whereas, It is the intent of this Fellowship to accept the Commitments described herein and to be recognized as a Welcoming Congregation; now, therefore, be it

Resolved: That The Unitarian Universalist Fellowship of Bainbridge Island and North Kitsap declares itself to be a Welcoming Congregation.

POLICY I C2a: Disruptive Behavior *(As approved 2/03/2005)*

Policy Regarding Disruptive Behavior

While openness to a wide variety of individuals is one of the prime values held by our congregation and expressed in our denomination's purposes and principles, we affirm the belief that our congregation must maintain a secure atmosphere where such openness can exist. When any person's physical and/or emotional well-being or freedom to safely express his or her beliefs or opinions is threatened, the source of this threat must be addressed firmly and promptly, even if this ultimately requires the expulsion of the offending person or persons.

There is always a possibility of disruptive behavior that might include one or more of the following:

1. Perceived threats to the safety of any adult or child;
2. The disruption of church activities;
3. Diminishment of the appeal of the church to its potential and existing membership.

The following shall be the policy of Cedars Unitarian Universalist Church in dealing with these issues:

1. If an immediate response is required, this will be undertaken by the Minister(s), if available, and/or the leader of the group involved. This may include asking the offending person or persons to leave, or suspending the meeting or activity until such a time as it can safely be resumed. If further assistance is required the Police Department may be called. Any time any of these actions are undertaken without the Minister(s) being present, the Minister(s) must be notified. A follow-up letter detailing what steps must be taken before returning to the activities involved will be sent by the Minister(s) to the offending party or parties.
2. Situations not requiring immediate response will be referred to the Committee on Shared Ministry or an ad hoc committee appointed by the Board of Trustees. The committee will respond in terms of their own judgment observing the following:
 - a. The committee will respond to problems as they arise. There will be no attempt to define "acceptable" behavior in advance.
 - b. Persons identified as disruptive will be dealt with as individuals; stereotypes will be avoided.
 - c. The committee will collect all necessary information.
 - d. To aid in evaluating the problem, the following points will be considered:
 - DANGEROUSNESS - Is the individual the source of a threat or perceived threat to persons or property?
 - DISRUPTIVENESS - How much interference with church functions is going on?
 - OFFENSIVENESS - How likely is it that prospective or existing members will be driven away?
 - e. To determine the necessary response, the following points will be considered:
 - CAUSES - Why is the disruption occurring? Is it a conflict between the individual and others in the church? Is it due to a professionally diagnosed condition of mental illness?

HISTORY - What is the frequency and degree of disruption caused in the past?

PROBABILITY OF CHANGE - How likely is it that the problem behavior will diminish in the future?

- f. The committee will decide on the necessary response on a case-by-case basis. However, the following three levels of response are recommended:

LEVEL ONE - The committee shall inform the Minister(s) of the problem and either the Minister(s) or a member of the committee shall meet with the offending individual to communicate the concern.

LEVEL TWO -The offending individual is excluded from the church and/or specific church activities for a limited period of time, with reasons and the conditions of return made clear.

LEVEL THREE - The offending individual is permanently excluded from the church premises and all church activities. Before this is carried out, the committee will consult with the Board of Trustees and the Minister(s). If it is decided that expulsion will take place, a letter will be sent by the Minister(s) explaining the expulsion and the individual's rights and possible recourse.

- g. Any action taken under item f. (above) may be appealed to the Executive Committee of the Board of Trustees and/or the Minister(s).

Cedars Unitarian Universalist Church strives to be an inclusive community, affirming our differences in beliefs, opinions and life experiences. However, concern for the safety and well-being of the congregation as a whole must be given priority over the privileges and inclusion of the individual. To the degree the disruptive behavior compromises the health of this congregation, our actions as people of faith must reflect this emphasis on security.

POLICY II A1: Guidelines for Making Decisions - A Covenant

Adopted September 27, 1998

As amended by Congregational vote in the Congregational Meeting of June 1, 2003

The following guidelines for making decisions were adopted by the Members of the Fellowship as our covenant with each other for the purpose of identifying the decision-making responsibilities of the Board, Minister, Fellowship Committees, and the Congregation (Members) as well as the role of the Wider Congregation, which includes Friends in addition to Members.

Definitions

Fellowship refers to the organization.

Member or **Fellowship Member** refers to those who have made a pledge to the Fellowship for the current year, either financial or in-kind.

Friend refers to those who have paid RE fees or have subscribed to the Fellowship newsletter.

Congregation includes Members only.

Wider Congregation includes Members and Friends.

All-Fellowship includes Members, Friends, and all others who are on the current newsletter mailing list for whatever reason.

Types of Meetings

Congregational Meetings are provided for in the Bylaws and are for the purpose of decision-making by the Members of the Congregation. Only Members may vote.

Congregational Town Meetings are used as a method of sharing information at the All-Fellowship level on such matters as hiring an administrator, options for the Sunday Service, and RE curriculum; other uses include conflict management processes, and work on planning issues. Any votes taken are advisory only and would be passed along to the appropriate Committee or the Board for further consideration.

Community Circles, Discussion Groups, and Cottage Meetings are small groups at the All-Fellowship level that come together to discuss a variety of subjects. Any votes taken are advisory only and would be passed along to the appropriate Committee or the Board for further consideration.

Committee Meetings are open to Committee members and other members of the Wider Congregation. Decisions are made by Committee members only. Some decisions will be passed along to the Board or the Congregation for further action.

Board Meetings are open to Fellowship Members only. Only Board Members may vote. Some decisions will be passed along to Committees or the Congregation for further action.

I. GENERAL GUIDELINES

In general, when decisions are being made the following criteria should be considered:

1. Is the purpose of the Fellowship being served?
2. Is it within the budget?
3. Does it impact more than one Committee's area of responsibility?
4. Does it have an impact on the public image of the Fellowship?

II. AREAS OF RESPONSIBILITY

A. Individual Members will be responsible for participating in the life of the Fellowship to the degree they feel able, by voting at Congregational meetings, helping with committee or other work in the Fellowship, and making an annual pledge. In addition they are responsible for:

1. Notifying the Board President before a Board Meeting if they wish to be on the agenda of the meeting to address the Board.
2. Notifying the appropriate Committee Chair in advance of a Committee meeting if they wish to be on the agenda to address the Committee.
3. Reporting any change in the status of their pledge to the Fellowship Treasurer.
4. Reporting any change in the status of their membership to the Membership Chair.
5. Other rights and responsibilities provided in the Bylaws.

B. The Congregation will be responsible for making decisions on issues brought to it by the Board, the Minister, Fellowship Committees, or Members of the Congregation as provided in the Bylaws. In addition the Congregation is responsible for decision-making in the following areas:

1. Decision to hire a minister and approval of final candidate.
2. Decisions to hire other paid staff, i.e. RE Director, Administrator, etc.
3. Decisions to purchase land or building(s).
4. Election of Board of Trustees and others provided in the By-laws.
5. Approval of any changes to the Bylaws.
6. Approval of the Fellowship Annual Budget.
7. Approval of significant new commitments of money or significant unexpected changes to the Annual Budget.
8. Decisions that affect Fellowship long range goals.
9. Decisions that involve a change in the philosophical position of the Fellowship.
10. Decisions that involve a change to the public image of the Fellowship.
11. Decisions that involve the use of the name of the Fellowship for purposes that are likely to be considered controversial by the Board or Members of the Congregation.

12. Other decisions, rights and responsibilities provided in the Bylaws.

C. The Board will be responsible for ensuring the general guidelines for decision-making are being followed at all levels; calling Board Meetings, Executive Board Meetings, Congregational Meetings, and All-Fellowship meetings; and ensuring the proper functioning of the Board. In addition the Board is responsible for decisions in the following areas:

1. Negotiation and coordination of contractual agreements.
2. Negotiation and coordination with other denominational organizations or entities.
3. Approval of Committee surveys or other information-gathering activities.
4. Development of Annual Budget, which may include contingency funds for unanticipated expenditures.
5. Reporting to the Congregation when significant unanticipated changes to the Annual Budget are projected.
6. Setting meeting times, locations, and agendas
7. Setting work schedules to accomplish goals.
8. Approval of all Committee accumulated unexpected expenditures beyond those allocated in the Committee's approved budget.
9. Coordination of multiple-committee activities.
10. Approval of activities involving the public image of the Fellowship that are not a significant change from previous activities, including use of the name of the Fellowship for purposes that are considered non-controversial by the Board.
11. Approval of all requests for financial support for activities and programs from the Wider Congregation and others, i.e. fees, pledge levels, fund raising events, and other requests for financial support.
12. Approval of significant changes to existing committee activities, programs, or structure, i.e. new programs or significant changes to existing programs, significant change in Committee size or organization, etc.
13. Providing appropriate information to the Minister, Congregation, Committees, and the Wider Congregation.
14. Regular reporting to the Minister and the Congregation on the financial status of the Fellowship.
15. Ensuring that issues raised by the Minister and the members of the Congregation are channeled to the appropriate Committee or other body for consideration.
16. Other decisions, rights and responsibilities provided in the Bylaws.

D. The Minister will be responsible for:

1. Preaching sermons and leading worship services as specified in the minister's contract.
2. Providing pastoral care, which consists of ministering to individuals and the whole congregation through ceremony and personal care.
3. Nurturing the spiritual growth of the Fellowship
4. Overseeing the functions and activities of the Director of Religious Education
5. Providing support to the Board and committees
6. Acting as the ministerial liaison to the PNWD, the UUA, other UU congregations, and other faith communities, representing the Fellowship in the community.

The Minister and the Board together share responsibility for:•

1. Developing and training leadership within the Fellowship
2. Promoting growth within the Fellowship (including numerical, spiritual, organizational, and missional growth)
3. Supporting each other
4. Resolving conflict
5. Setting a tone
6. Developing programs
7. Reaching out to the wider community
8. Managing the office and the flow of information

E. Committees will be responsible for ensuring the general guidelines are being followed in their Committee; calling Committee Meetings, and ensuring the proper functioning of their Committee. Each Committee is responsible for decisions within their committee in the following areas.

1. Recruiting members and selecting a Chair
2. Development of Committee Annual Budget.
3. Reporting to the Board when unanticipated expenses are projected to exceed the Committee's approved budget.
4. Allocation and reasonable reallocation of Committee's approved budget.
5. Development of Committee surveys or other information gathering activities as approved by the Board
6. Development of Committee purpose and goal statements.
7. Setting Committee meeting times, locations, and agendas
8. Setting Committee work schedules to accomplish goals.
9. Developing plan for coordination of activities involving other committees.

10. Gathering information for Committee decision-making.
11. Training needs for their Committee members.
12. Providing appropriate information to the Congregation, Board, other committees, and the Wider Congregation
13. Providing opportunities for the Minister and members of the Congregation with issues related to the work of the Committee to present their issues to the Committee for consideration.
14. Other decisions, rights and responsibilities provided in the Bylaws.

POLICY II A1c (prev. A6): Fundraising *(as revised in Board discussion 11/12/2003)*

Fundraising Activities are important to the social and financial health of the Fellowship. They are also an important element of the congregation's social action/outreach efforts. However, it should be remembered that fundraising contributions are in addition to pledges; funds are not to be solicited as an alternative to annual pledging.

"The Board of Trustees will authorize or reject proposed fundraisers based on the following guidelines:

1. The congregation as a whole, a committee, a group, or an individual member may propose a fundraiser by submitting an application form.
2. Fundraisers that benefit the whole congregation take priority over any others.
3. Money raised through fundraising activities will be allocated to the fellowship's general operating fund unless a proposal is made, and approved, to dedicate funds to another specific purpose.
4. Sunday morning service special collections shall be limited to no more than one per month. The board must approve a special collection and its date.

Cedars Communications Committee Guidelines and Policies

Good communications are essential in any organization, particularly a large and evolving one like Cedars Unitarian Universalist Church. Members, friends, visitors, and sometimes members of the wider community need to get reliable and timely information. In addition, potential visitors need to be able to easily access information. The fact that we do not have our own building underscores the need for effective announcements strategies and for making other information as accessible as possible.

With those goals in mind, the following communication policies and guidelines were designed by the Communications Committee to help the Board, other lay leaders, and staff use our various communication mechanisms most efficiently and effectively.

What We Communicate: Thinking About Your Audience and Your Message

Some communications are personal and should be done face-to-face between individuals. That said, most of our church-related communications fall into three basic categories: institutional, programming, and group-focused.

Institutional communications involve information or announcements with major churchwide significance. Such announcements may include our annual pledge drive, our auction, or other fundraising events; congregational meetings; or the process for calling a professional minister.

Programming communications involve information or announcements about programming intended for the entire congregation and sometimes the wider community as well. Examples include upcoming study circles, requests for RE teachers or other volunteers, special choir concerts, or special social action projects.

Group-focused communications involve information or announcements that are relevant only to a defined sub-group of the congregation. Examples include announcements that a specific choir rehearsal has been cancelled or the time of a committee meeting has been changed as well as reminders to specific groups.

Defining the audience for a particular communication and the category it falls into will help determine which communication mechanisms are most efficient and effective for reaching the appropriate audience(s) in a timely manner.

How We Communicate: The Big Five

Our five primary mechanisms for communicating church-related information with each other and with the wider community are our monthly newsletter, our website, broadcast e-mails, and the announcements included in the Order of Service each Sunday.

The Beacon

Our monthly newsletter, *The Beacon*, is the primary vehicle for news, announcements, and publicity for upcoming events and initiatives in our church, the Pacific Northwest District, and the Unitarian Universalist Association. It is published on or about the first day of each month and is available to all members, pledging friends, subscribers, and visitors who have signed our Guest Book and provided contact information.

The newsletter typically includes a monthly calendar as well as information about upcoming services and other church and denominational programs and activities. It often includes regular columns by the minister, the Director of Religious Education, the President of the Board of Trustees, and the Chairs of certain program committees. Other articles or announcements submitted in advance of the monthly deadline and of interest to the entire congregation or particular groups within the congregation may be included as well, as long as they serve to provide information, announcements, or publicity regarding events within the church, District or Denomination. Articles will not be censored, unless they are defamatory or obviously incorrect. In such cases, the person submitting the article will be asked to revise it.

The submission deadline for the newsletter is the 15th of each month prior to publication. Material submitted after that deadline may be included if space is available and at the discretion of the editor.

All submissions to the newsletter should be short and concise. Columns should be limited to 500 words; articles should be no more than 250 words, and announcements no more than 100 words. They should also include the name and phone number and/or e-mail address of at least one contact person. *Be aware that The Beacon is published on the internet. If you do not want your phone number to appear in The Beacon, please inform the editor.*

Most announcements should be placed in *The Beacon* no more than twice, although announcements about ongoing events such as Circle Suppers or Super Suppers will be published monthly, and information about such events as the annual Stewardship Campaign or the Auction may appear for several months.

Submissions for *The Beacon* should be sent via e-mail to the editor. Typed submissions or ones in legible handwriting will also be accepted,. All submissions are subject to editing for space as well as grammar, style, and clarity of content (see *Content Guidelines* and *Style and Grammar Guidelines* below). Photos and graphics will be considered on a space-available basis and should be submitted separately from text as a .jpeg, .gif, .tif or other standard graphics format. A PDF should not be used to submit photos or graphics, as this format does

not allow for reproduction.

Inserts and flyers on subjects of interest to the congregation may be included in *The Beacon* only if advance arrangements are made with the editor. They must be 8.5" x 11" and available to the newsletter editor for inserting prior to the submission deadline.

The Beacon is sent to every member, pledging friend, subscriber, and recent visitor via e-mail. Members and pledging friends may receive a hard copy in the mail if they request it. Hard copy subscriptions to others are available for \$20 a year.

Advertising in *The Beacon* is available to members only. Business card-sized ads (2" x 3.5") may be purchased for six months (\$60) or one year (\$100). Classified ads may be submitted on a one-time basis by members or pledging friends and will be published for free if space is available.

Website: www.cedarsuuchurch.org

The church's website, www.cedarsuuchurch.org, is our primary vehicle for updates about church-related events and other activities between newsletters. A repository of information about the church, it also includes the official church calendar, past sermons, information about our program committees and their activities, links to denominational resources, and a password-protected membership directory.

Our website also serves as the primary portal to our church for seekers and visitors. In addition to driving directions and information about our services, www.cedarsuuchurch.org includes information about our history, Unitarian Universalism, and our basic principles.

Anything appropriate for publication in *The Beacon* is appropriate for the church website and will normally be posted there. All submissions are subject to editing for space as well as grammar, style, and clarity of content (see *Content Guidelines* and *Style and Grammar Guidelines* below).

Advertising on the website is available on a limited basis only to church members who also have an ad in *The Beacon*. In conjunction with that ad, members may post an ad in the business directory with a link to their business website for an additional fee of \$50.00 per year.

Weekly E-mail Bulletins

A weekly e-mail bulletin is compiled in the church office each week, specifically for announcements and information about upcoming events sponsored or co-sponsored by Cedars. Submissions for the weekly e-mail may be submitted by committee chairs, Board members and staff. Submissions must be submitted via e-mail to the Office Administrator (cuuoffice@cedarsuuchurch.org) no later than 10:00 am on Tuesday. The Office Administrator will send the weekly e-mail bulletin to all members and friends that day. Those submitting announcements **must** include a daytime phone number where they can be reached for questions.

There are two types of announcements included in the weekly e-mail bulletin:

- This Week at Cedars
- Upcoming Events

This Week at Cedars announcements must include the following information:

- Name of event
- CUUC Sponsor
- Day and Date (e.g., “Wednesday, Feb. 7”)
- Time
- Location, including *full address*
- Phone number and/or e-mail address of contact person
- Brief description, 50 to 75 words

A link to more detail on the website may be included.

Upcoming Events are save-the-date announcements, and as such, must be brief: one or two sentences, listing the event, sponsor, date, time, and location. A link to more detail on the website may be included. Announcements of upcoming events should not run for more than a few weeks prior to becoming a *This Week* announcement. Exceptions will be made for congregation-wide events such as the Stewardship Campaign and the Auction.

All submissions are subject to editing for space as well as grammar, style, and clarity of content (see *Content Guidelines* and *Style and Grammar Guidelines* below).

Sunday Announcements

An insert for the *Order of Service* is compiled in the church office each week, specifically for announcements and information about upcoming events sponsored or co-sponsored by Cedars. Because the *Order of Service* is distributed to each adult attending our Sunday service(s), this is a particularly effective means of communicating timely information to a wide audience.

Announcements and other information for these weekly announcements should be submitted via e-mail to the Office Administrator no later than the Thursday prior to the Sunday they are to appear. Those submitting announcements **must** include a daytime phone number where they can be reached for questions. They should be brief and as specific as possible, although they should include the information listed in *Content Guidelines* below. Institutional announcements that are to run for more than one Sunday should be revised each week to make them more interesting and timely. Normally, events are not announced more than two or three weeks in advance. Exceptions are made for very brief *save the date* types of announcements of future major events such as the Action or Stewardship Dinner.

The Office Administrator may edit submissions because of space constraints. On occasion, announcements about events several weeks in the future may be cut if there are too many other time-sensitive announcements.

On rare occasions, time-sensitive announcements of great institutional importance can be made by the Board of Trustee member giving the welcome at the beginning of each service.

Such announcements should be brief, taking no more than 10 seconds to read. They should also be submitted to the Trustee responsible for the welcome part of the service well in advance. The Office Administrator keeps an updated calendar of the Trustees giving the Word of Welcome on any given week. Unplanned oral announcements by individual members of the congregation are no longer part of our Sunday worship services.

Broadcast E-mails

A master list of member/friend/visitor e-mail addresses for making broadcast e-mails on a very limited basis is currently maintained by the Online Directory webmaster and the newsletter editor. In deciding when to use it, consideration is given to *urgency* (is this something all members need to know ASAP?) and *institutional significance*. If you have questions as to the appropriateness of a broadcast e-mail, please contact the Communications Chair.

The list is not to be used for routine event announcements or publicity that could easily be placed in *The Beacon*, on our website, or in our Sunday *Order of Service* announcements, nor should it be used for announcements that are not directly related to the Church, the PNW District, or the UUA. The list will not be used for commercial purposes. Jokes, business propositions, petitions, political information, and other such material will not be forwarded.

A broadcast e-mail should include the information listed in Content Guidelines below. All submissions are subject to editing for space as well as grammar, style, and clarity of content (see *Content Guidelines* and *Style and Grammar Guidelines* below).

If you want to alert members of a particular committee, please e-mail those members directly. A comprehensive list of each committee's membership is in the password-protected membership directory on our website. Be aware that while the information or news may be important to you, it is not to everyone and others may view broadcast messages as spam.

More Ways to Communicate

Posters/Bulletin Boards. Church groups may establish and maintain portable bulletin boards. Groups may not place publicity posters on the walls of The Playhouse.

Flyers. The distribution of handouts or flyers on Sunday mornings is the responsibility of the committee or task force that wants them distributed. Flyers should be inserted in the *Order of Service* only after making special arrangements with the Office Administrator in advance. Such flyers should be limited to church business and special events. They should be the same dimensions as the Order of Service (currently half of a legal-sized paper). They can also be distributed by individual committee or task force members before or after our services. It is not the job of the greeters to hand out or to collate flyers.

Printed material related to a political *issue*, such as flyers and petitions, may be distributed on church premises. Obvious campaigning, including the distribution of printed material, on

behalf of an individual running for political office is prohibited. Such activity on church premises threatens our tax-exempt status as a religious organization. Fundraising activities on behalf of community organizations that are not sponsored by or affiliated with the church (such as Girl Scout cookies, school raffle tickets, etc.) are not prohibited on church premises, but should be conducted discreetly. Broad dissemination while on church premises of printed material related to an event, service or product touted for personal gain is *not* appropriate and is prohibited.

Media publicity. The Communications Committee is responsible for sending out press releases and coordinating media coverage. It is of utmost importance that Cedars UU Church be able to control the use of its name, and neither individuals nor committees should send press releases independent of the Communications Committee. Gene Bullock is the current designated media contact, and all external publicity must be routed through him.

Brochures. Some committees and task forces within the church create their own brochures for newcomers and visitors. This should be done in coordination with the Communications Committee so that our general style, the use of our logo, and the way information is presented is consistent.

Brochures and similar materials of interest to visitors may be placed on the Welcome Table only with the consent of the Membership Chair. This is not an appropriate place for event publicity.

Display Advertisements. Advertising in local media and phone directories must be done through the Communications Committee, allowing us to control the advertising budget, as well as the use of our name and image.

Content Guidelines

The following guidelines should be followed when composing a *Beacon* article, website submission, broadcast e-mail, *Order of Service* announcement, or other communication of broad interest:

- What is the program being presented?
- Where is it? Full addresses **must** be given. The Church Office, Madison Rehab, the Senior Center, or Eagle Harbor Church is not satisfactory. Visitors and new people may have no idea where these places are.
- When is it? Cite the date and time (length of the event).
- Who is sponsoring the event? Make sure there is contact information for more questions.
- Why should anyone come?

Try to look at your event through the eyes of first-time visitors who are not familiar with the area. Give them enough information to not only decide whether or not to attend, but also to find the venue if they want to come.

In addition, Cedars has a policy of providing child care for all events. Please list a contact for those needing child care, and a deadline for which child care RSVPs must be received.

Style and Grammar Guidelines

In order to maintain consistency, please observe the following stylistic and grammatical guidelines when creating flyers, brochures and the like or submitting material for publication:

- Abbreviations should not be used except for well-known acronyms, such as PNWD or UUA. Even then the name should be spelled out with the acronym in parentheses the first time it appears (e.g., Unitarian Universalist Association (UUA)).
- Dates (month or day) should not be abbreviated.
- Time should be in the following format: 10:00 am.
- All phone numbers must include an area code. Since our membership includes at least two area codes, it is imperative that a full phone number, with area code, is given. The preferred format for phone numbers is: 206-780-0373.
- Be aware of redundancies. Please do not repeat the headline of your article in the first sentence or paragraph.
- Be aware of subject-verb agreement.
- Make sure that the main point of your article is in the first paragraph. Don't make readers work to figure out what you are trying to say.
- Length guidelines for *The Beacon* are: columns, 500 words; articles, 250 words; announcements, 100 words. Submissions that are too long may be edited or returned to the sender to be re-written.
- Underlining is discouraged and will be changed by the editor to either bold or italic text, depending on context. This is to prevent confusion with hyperlinks, since most articles will also appear on the church website.
- When in doubt, please consult *Strunk & White: Elements of Style, 4th Edition*.
- Remember: *Brevity is the soul of wit*. Length is not.

Dispute Resolution

Disagreement over application of these guidelines should be brought to the Communications Committee. Failing resolution of the conflict at that level, the matter should be brought to the Board.

POLICY II A3a: Activities Scheduling *(As approved 7/14/2009)*

DRAFT – CUUC Activities Scheduling Policy

The purpose of this policy is to ensure good communication among all persons at Cedars UU Church who are involved in any way with scheduling meetings, classes, special programs/events, and gatherings. While most of the details below pertain to our church office in the Katz Building, the intent is to include any and all activities scheduled for Cedars, whether at the church office or elsewhere. Other places include, but are not limited to: The Island School, private residences, other houses of worship, and community centers.

Office

Cedars UU Church office space is available for all things programmatic in nature. However, space constraints in the Katz Building mean activities such as an Auction event are best held elsewhere. Where a scheduling conflict exists, programs and activities for newcomers will be given preference, particularly on Thursdays. We strongly recommend not scheduling regular meetings on Thursdays because classes, trainings, and special programs will routinely be scheduled on this day. A classes or workshop will be able to ‘bump’ a meeting already scheduled for a Thursday or Saturday time period if the class requests that time at any point up to a date 4 weeks prior to the scheduled date. The Office Administrator, in consultation with the co-ministers, will arbitrate any room scheduling conflicts.

General Schedule – begins September 2009

Attachment 1 is a schedule that includes: days of the week, 1st thru 4th weeks, times, and group names. We’re asking all committee chairpersons, Program Council, Board of Trustees, and staff to review and update the schedule at the beginning of each church year and whenever major changes must be made. We are also requesting each “group” that has on-going meetings to select a day/week/time and try to meet consistently at that time throughout the year.

How to Schedule a Meeting/Gathering – begins September 2009

Attachment 2 includes two forms: (2A) to request space at the church office for a meeting or gathering (2B) to request space at The Island School for a meeting, gathering, or large program/event.

For routine meetings and small-scale activities at the Katz Building, first email your request to the Program Council Chairperson (PCC) and the Office Administrator (OA). Include the name of your group/activity/event, the date and time, and the space you wish. The Office Administrator will let you know if the office space is available and provide you with a form to complete. Requests must be submitted by [time], [day of week] and will be confirmed for the person making the request by the following [day of week].

If you’re requesting The Island School space for an activity or event, you must first contact the Board liaison person for TIS, as well as the OA and PCC. The Board liaison for TIS will provide you with a form for requesting space at The Island School and will let you know if the date and time are open.

If you wish to schedule a major event or activity elsewhere, please also send your information to the PCC and the OA. All major events, activities or meetings should be coordinated through the Program Council so that all committees are aware of any potential conflicts in programming.

The OA tracks ALL events and meetings, and will ensure they are listed on the office calendar and the website calendar for the correct time and place. When appropriate, the event sponsor is responsible for sending a description of the event to the OA for inclusion in the Sunday Bulletin and to the Beacon editor for publication in the Beacon. Please cc any announcements sent to the Beacon editor to the OA.

Why Meet at the Church Office?

All groups open to members of Cedars UU Church (e.g., Membership, Program Council, Board of Trustees) are encouraged to meet in our office space because it is easier for new members and friends to come to a public place for the first time than it is to go to a private home. There is not always room for everyone to meet in the church office at a given time; however, we suggest you consider the office space your first choice. For example, book groups or affinity groups may consider holding their first meeting in the church office. Subsequently, participants may choose to move their meetings to a private residence or other venue (restaurant, theater, park, etc).

Some Groups May Meet Elsewhere

“Closed” groups will probably find it easier to meet in private homes. Examples of “closed” groups include Committee on Ministry, Pastoral Care Team, the Men’s Groups, and Worship Associates

- When our search for a new minister ended, the Search Team became the Committee on Ministry. When the time comes to begin rotating members off this committee, the ministers will recommend new members to the board; the board will approve; and the new members will join. There will be an on-going rotation cycle for members of the Committee on Ministry. Their work is confidential, so they often meet in the home of a member.
- The Pastoral Care Team includes the minister and a few adult members. The nature of their work is confidential, so meeting elsewhere is a good option for this group.
- As each Men’s Group forms, there are a few open meetings for new members to participate and decide on whether to continue. At that point, the group becomes closed in order to facilitate having deeper and more intimate conversations. They rotate meetings among member homes.
- Worship Associates (WA) include six active adult members, the minister, and one or two youths. Each adult Associate commits to a three-year tenure as part of the team. Two adult members rotate off each year, and two new adult members join each year. The youth member commits to a one-year term. The minister and all members of the team agree on good candidates, and the minister invites the new members to join. All Associates commit to attend a training workshop. Their work is not confidential; however, membership remains consistent throughout the church year. They usually meet in the home of a member.

RESERVATION FORM

Cedars UU Church Meeting Space at the Katz Building

Committee/group requesting space: _____

If multiple groups having joint meeting, please list: _____

Contact person for reservation: _____

Contact person's phone number: _____

Contact person's email address: _____

Date and time (start and finish) for reservation: _____

Which room is requested? _____

Purpose of space use: _____

Equipment or furniture required: _____

Number of attendees expected: _____

Please email completed form to:

VOM and to Program Council scribe

At least 1 week prior to the **Wednesday** preceding the meeting.

POLICY II A3d: RE Safety

(page reserved)

POLICY II A3e (previously II A4): **RE Discipline** *(As approved 11/13/2002)*

From: Leif Oden (Modified by Jeff Philip)
Subject: Possible Discipline Policies
Date: Tuesday, 15 Oct 2002 (November 5, 2002)

Below is a draft discipline policy followed by a discipline guidance procedure for teachers. They were created and conglomerated from other Unitarian Churches policies, with some additions and editing based on the feedback and suggestions from the last RE Committee Meeting.

(Discipline Policy / Parent Handout

We are all committed to maintaining a healthy and positive environment for all involved in UUFBINK's Religious Education classes. We believe that these classes should be age appropriate yet focused enough to engender in our children understanding and spiritual growth. To that end, we have created a discipline policy with the goal of :

- 1) Helping children learn and practice respect for themselves, others, and their surroundings, and
- 2) Fostering each child's developing sense of personal responsibility.

Each class will discuss expectations of classroom conduct and boundaries at the beginning of the year. If a child is disruptive, despite a teacher or advisor's positive interventions, the child will be referred to the Director of Religious Education or other adult classroom monitor. If problems continue, the adult who registered the child for class will be asked to assume responsibility for the child. We believe that if parents, volunteer teachers, and the DRE work together, we can provide an environment which is fair for all.

Parents are encouraged to share any information with their child's RE teacher, which may increase the teacher's understanding, or might be helpful. The DRE is available as a resource to parents and teachers in cases in which problems are persistent or in which an individualized plan is necessary.

Discipline Guidance for Teachers / Teacher Handout

The goal of this guidance is to enhance the learning atmosphere and create a sense of being welcome and accepted while attending RE classes at UUFBINK. Children/youth and teachers will work together to create behavior policies that encourage all of us to be respectful, responsible, and resourceful in our dealings with each other.

At the start of each semester, each class will create (or revisit and revise) a classroom covenant, contract, or behavior guidelines. This covenant should include the ideas and language of the students; yet should be organized and sometimes modified by adults who are responsible for ensuring that these behavioral guidelines fit with the over all goals and plans for the class. It is assumed that this set of rules will include age-appropriate expectations for courtesy, attention and communication. These guidelines /covenants should be posted in the classroom and reviewed periodically as needed.

Listed below are suggested steps to be followed if a child chooses not to follow the classroom rules.

Step 1: The teacher and/or assistants may want to employ one or more of the following techniques:

1. Directly involve her/him in the lesson
2. Ignore the child and/or the offending behavior
3. Look at the child and call his name gently
4. Move to be near the child or have the child move
5. Hold up the lesson momentarily
6. Ask the child to stop the offending behavior

If these techniques are unsuccessful or a child continues to disrupt the class, teachers may move on to Step 2 at their discretion. [* Note: ANY INCIDENCE INVOLVING SAFETY ISSUES OR HARM TO ANOTHER CHILD will immediately move to Step 3.*]

Step 2: The child receives a Time Out from the class activity or the entire class. The "rover" (either the DRE or an assistant designated to this position) should called in if a child needs to be removed from the class. If the rover is not on hand for some reason, the second adult in the room can do this as long as the DRE is informed soon so that communication with parents can be timely.

Parents/Caregivers will be informed by the DRE or assistant at the end of the service and consulted about best methods for helping their child.

If the child continues the inappropriate behavior, the teacher may choose to proceed to Step 3.

Step 3: At the discretion of the Teaching Team and the rover/DRE, the adult responsible for the child will be located in service by DRE and asked to supervise their child for the rest of that day. An explanation should be provided to the parent/guardian at earliest appropriate time, so that parent, child, and teachers can all contribute to the creation of positive solutions.

POLICY II A3f:

Childcare for Non-RE, Non-Sunday Services Events *(as adopted 3/11/2008)*

There are two separate methods for setting up childcare for CUUC events other than during Sunday services. The following statement will be distributed to all program chairpersons and will be 'boiler plate' information for any meeting and *non*-Sunday event announcements.

1. For most CUUC meetings and events the childcare announcement is:

"Childcare is available, but you **MUST** request it at least 5 days in advance by calling [fill in the phone number]."

Under this policy, if childcare is not requested in advance as specified, then people who bring children are responsible for childcare for their children. If this option is always presented with the same uniform wording, then people will learn that there will be no childcare if they do not request it in advance.

2. For congregational meetings, stewardship pancake breakfasts, and similar events where many CUUC members will be attending, the childcare announcement is:

"Childcare will be provided; you do **NOT** need to call in advance to request it."

POLICY II A3h:

CUUC Piano Use and Rental Policy and Guidelines

(as adopted by the Board of Trustees on January 28, 2009)

**CEDARS UNITARIAN UNIVERSALIST CHURCH
Piano Use and Rental Policy**

1. Cedars UU Church offers its spinet piano (presently stored on the stage of Webster Hall) for the use of The Island School and its sponsored events free of charge.
2. For the use of the piano by any group or individual who rents space at The Island School, a charge of \$20 for each event will be assessed. Checks should be made payable to CUUC.
3. The fee should be paid in advance at the Church office, Sterling Savings Building, 600 Winslow Way E., Suite 216, Winslow or by mail to the office: P.O. Box 10175. Payment must be accompanied by the completed form, below.
4. All funds derived from piano rental shall be reserved to defray expenses of piano tuning or other required piano maintenance.
5. CUUC reserves the right to approve the rental request.
6. If you have any questions, please contact: Alan Miller, 780-9813

**Cedars Unitarian Universalist Church
Piano Rental Form**

Name of contracting Organization _____

Date of event _____

Name and telephone number of contact person _____

Rental of the piano owned by Cedars Unitarian Universalist Church (CUUC) located at Webster Hall of The Island School, is with the understanding that any cost of repair resulting from damage caused by the renter, as named herein, shall be reimbursed to CUUC by the renter.

Name of contracting party _____
(signature)

(For CUUC use)

Payment of \$20 received by:

Date:

POLICY II E1b: Ministerial Pay (as discussed by Minister and Board 9/02/2004)

A Primer on Clergy Pay (As shared by Rev. Drew Johnston)

A few particularities regarding our situation:

When entering the Extension Program, a congregation wants to know what it will cost to engage a minister on a full-time, ongoing basis. This total is referred to as the *TCM, or Total Cost of Ministry*. Much confusion and many misunderstandings can result from this starting place.

The Congregation commits to a certain *TCM*, let's just say 100' clams. Out of that 100 clams *salary, housing, insurance, pension, and professional expenses* must be allocated, as well as other costs of employment.

Part of the relationship between a minister and congregation is similar to other employer/employee relationships - but there are significant differences. Chief among these is the allocation of *housing* expenses. Ordained clergy are not required to pay income tax on housing allotments, but must pay self-employment tax (15.3%)

Normal taxes apply to *salary*, including 7.65% for the employee contribution to Social Security and Medicare. Because the other 7.65%, normally called the "Employer Contribution" comes out of the same *TCM*, the minister, in essence, pays the whole amount, at least initially.

The rest of the costs of employment come out of that same 100 clams.

- The minimum recommended *pension* contribution is 14%
- Health, life, & disability *insurance*, as well as Worker's Compensation come from the bucket of clams.
- *Professional Expenses* are allocated and paid out as non-taxable reimbursement. Under our current arrangement, unused expense money can be converted to *salary* at the end of the fiscal year with the attendant tax consequences (as well as some confusion).

At the beginning, the 100 clams belong to the minister. A wise congregation and minister will agree that major portions (many clams) can and should be allocated to pension and insurance. Other portions must go to taxes and required employee expenses (Workers Comp & LTD).

It is generally considered beneficial to maximize the *housing* allotment to the fullest legitimate amount. *Professional expense* funds are best set at an amount that enables and encourages ongoing development and supports the work of the minister, without detracting from normal income. One hopes that *insurance* will be useful and

usable.

Current and upcoming matters related to the *Clergy Bucket of Clams*:

The Board of Trustees must approve and record in the minutes the *Housing Allocation* on an annual basis. For fiscal year 2004-05, housing allocation is 1 C (It can be modified if conditions warrant)

My previous *health insurance* is no longer available and I have enrolled in a new plan at a significantly reduced monthly premium. The coverage has higher deductibles and co-payments, and is less comprehensive as well. My idea is to research *medical savings accounts (MSAs)* to see if it is practical to request that an amount equal to the savings be put into an MSA to be used to cover the high deductibles and co-pays. (If not, I will probably switch back to a more expensive plan)

We are not required to maintain the current *reimbursable professional expense account* and may want to consider some options. In the meantime, it is important to remember that *professional expense* money, as currently arranged, is one form of my income, as are *salary* and *housing*. Most of the remainder of the bucket of clams had the potential to be income instead of benefits. I requested the current distribution of clams based on what I believe to be an adequate starting point.

POLICY II E2d: Hiring Policy *(as retitled and adopted by motion 10/11/2005)*

Hiring Policy

Title: Employment of Members

Proposed: October 4, 2005

Considered: October 11, 2005

Employment relationships usually are supportive learning experiences for both the employer or manager and for the employee. Sometimes, however, employment relationships can be contentious and difficult. As a result, management of employment relationships for both managers and employees is best undertaken in an environment free of personal influences and relationships. This is especially so in a religious environment, in which the leader and members can be put in difficult situations when the religious leader is in a supervisory position over individuals who are also members of the community and thus entitled to be ministered to when necessary and appropriate. It is with these issues in mind that the following policy is adopted:

- A. When considering candidates for paid employment with the Cedars U.U. Church ("Cedars"), the Cedars Board of Trustees will not approve the paid employment of any person who is a member of the Congregation at the time of their application.
- B. Paid employees will not be precluded from joining Church as members, but will be counseled by the minister before being allowed to do so. In no instance will a paid employee be allowed to become a member of the Congregation fewer than 12 months after the start of the employee's paid employment relationship with Cedars.
- C. Nothing in this Policy shall preclude the ongoing employment of any member who is a paid employee of the Congregation at the time the policy is approved.
- D. Nothing in this Policy shall preclude members of the Congregation from undertaking on a volunteer basis tasks or responsibilities for which compensation would be appropriate were the Congregation in different financial circumstances. In such cases, however, such members of the Congregation will not be considered for continued employment in such positions if and when compensation is to be offered for the position.

POLICY III B1a: Financial Policies *(as adopted by motion 10/07/2004)*

POLICY WORKSHEET – UUFBINK /FINANCIAL INSTITUTIONS REV. 1

- A PRESIDENT**
- B VICE PRESIDENT**
- C SECRETARY**
- D TREASURER**

POWERS GRANTED (Attach one or more Agents to each power by placing the letter corresponding to their name in the area before each power. Following each power indicate the number of Agent signatures required to exercise the power.)

Indicate A, B, C and/or D	Description of Power	Indicate number
	(1) Exercise all of the powers listed in this resolution.	
A B C D	(2) Open any deposit or share account(s) in the name of UUFBINK	2
A B C D	(3) Endorse checks and orders for the payment of money or otherwise withdraw or transfer funds on deposit with the Financial Institution.	1 if less than \$5,000; otherwise 2
A B C D	(4) Borrow money on behalf and in the name of UUFBINK, sign, execute and deliver promissory notes or other evidences of indebtedness.	2
A B C D	(5) Endorse, assign, transfer, mortgage or pledge bills receivable, warehouse receipts, bills of lading, stocks, bonds, real estate or other property now owned or hereafter owned or acquired by UUFBINK as security for sums borrowed, and to discount the same, unconditionally guarantee payment of all bills received, negotiated or discounted and to waive demand, presentment, protest, notice of protest and notice of non-payment.	2
A B C D	(6) Enter into a written lease for the purpose of renting, maintaining, accessing and terminating a Safe Deposit Box in the Financial Institution.	2
	(7) Other	

LIMITATIONS ON POWERS: The following are UUFBINK's express limitations on powers granted under this resolution:

Any listed action other than the endorsing of checks shall also require formal mention in minutes of a board meeting.

POLICY III B2b (previously III B4b): Minister's Discretionary Fund

(as adopted by motion 1/06/2005)

Minister's Discretionary Fund

The primary use of discretionary funds is to assist members of the congregation and the larger community who have a financial need. Wherever possible it is preferable that payments for rent, utilities, medical care and the like be made directly to the provider rather than to the individual or family.

The minister will manage this account and will not use funds for his or her own personal benefit, nor for business expenses which should have come from the operating budget.

All donations for the discretionary fund should be made to the church, deposited in a church account and then transferred to the discretionary fund. The only deposits made to the discretionary fund should be checks drawn on a church account. There may be rare occasions where direct deposits to the discretionary fund are necessary. Such transactions should be extremely rare and the nature of the transaction should be shared with a trustee or the treasurer, as well as the minister.

The discretionary fund should be audited annually along with the rest of the church's finances, although the confidential nature of the disbursement of funds shall be respected.

The discretionary fund should be maintained as a separate account, the minister should keep detailed records of the funds transactions. When checks are written to cash, the minister should keep a private record of what is done with the proceeds. The bank statement for the account is to be submitted to the treasurer for verification that all deposits made into the account came from disbursements from a church account. The treasurer should make a notation on the bank statement and file it with the church's financial records.

The funding of this account may be through periodic or occasional special collections, through a line item in the budget, or through other means that may be deemed appropriate. The account remains the property of the congregation and the treasurer or other trustee should have signatory authority to ease access to the funds during ministerial transitions.

POLICY III B2c (previously II A11): Gifting Policies: Stock and Real Property

(as adopted 12/13/2005)

Cedars UU. Church welcomes the generosity of its members and friends in whatever form they choose to give. The Church will accept gifts of securities to its operating, capital or endowment funds as follows:

1. Cedars will accept gifts of equity, debt or other securities of or issued by or as to any widely held entity, be it a corporation, limited partnership, mutual fund, special purpose entity or otherwise. So that they can be readily and immediately converted to cash, however, Cedars can only accept gifts of widely traded and readily marketable securities.
2. Gifts of securities shall made by transfer into Cedars' brokerage account. Such transfers should be made to:

Charles Schwab & Co.
DTC #0164
Cedars UU Church
Acct. #6122-5216
3. At the time of making a gift of securities, the donor shall indicate whether the gift is intended for Cedars' operating fund, capital fund or endowment fund.
4. As soon as possible after donated securities are transferred into Cedars' brokerage account, the Chair of the Endowment Committee shall ensure that all such securities are converted into cash, without exception.
5. The donor shall be notified within five business days of the transaction by mail, with a copy of the notice sent to the Endowment Committee Chair and the Bookkeeper. Pledge records shall be recorded in terms of the money value realized after the sale of the securities at issue rather than in terms of the number of shares or the size of the interest donated.

POLICY III B1b: Travel Expense Reimbursement Policy and Guidelines

(as adopted by the Board of Trustees, 12/9/2008)

CUUC Travel Expense Reimbursement Policy

This policy applies to official travel by Cedars staff, leaders, and members. “Official travel” is travel in support of business intended to benefit the Church. This policy establishes two types of official travel expense and corresponding expenditure authority:

- a) Budgeted Travel Expense: When travel expenses are included in a Congregation-approved budget, travel expenditure authority rests with the person in charge of the budget line item, whether or not that person is the traveler.
- b) Unbudgeted Travel Expense: Because unbudgeted travel expenses are potentially harmful to Cedars’ financial health, unbudgeted travel expense that is not pre-approved by the Treasurer will not be eligible for reimbursement.

CUUC Travel Expense Reimbursement Guidelines

Cedars staff, leaders, and members should follow these guidelines when engaged in official travel, when estimating the cost of official travel for the purpose of preparing annual expense budgets, and for requesting pre-approval of unbudgeted travel expenses.

1. Travelers are requested to conserve CUUC funds by making reasonable efforts to use the least expensive travel options.
2. Lodging reimbursements are for actual/reasonable expenses for lodging based on submitted receipts, not to exceed the US Government per diem for lodging at the location (see <http://www.gsa.gov/perdiem>). Lodging up to 150% of the US Government per diem allowance is allowed at meetings such as GA or AGM.
3. Meal claims should reflect actual/reasonable expenses not to exceed the US Government per diem for meals and incidental expenses at the location (see <http://www.gsa.gov/perdiem>). Meal tips should be included in the meal claim.
4. Transportation reimbursements for airfare (coach class only), taxis, rental cars, buses, and trains are for actual/reasonable expenses based on submitted receipts. The use of a privately owned vehicle is reimbursed at the US Government allowable rate, provided the cost is not more than the cost of convenient public transportation.