

CEDAR LANE UNITARIAN UNIVERSALIST CHURCH
BOARD POLICY MANUAL

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Definitions of Terms

Cedar Lane Unitarian Universalist Church (CLUUC): The Cedar Lane Unitarian Universalist Church is a non-profit, church corporation founded in 1951. CLUUC is operated according to the terms of its Articles of Incorporation, its Bylaws, and the laws of the State of Maryland.

Committee: A group whose job it is to help the Board make policy. It does its work primarily for the Board. A committee takes assignments from the Board and reports directly to the Board.

Congregation: The Congregation, which is the highest governing authority in the CLUUC, is composed of members who are eligible to vote when gathered at a duly called Congregational Meeting. Rules for membership, voting, and official meetings are set forth in the Church's Articles of Incorporation and Bylaws.

Core Values: Core Values are those values and behaviors that the Church intends to honor in all of its endeavors. The Unitarian Universalist Principles are an example of Core Values. The question, "*What principles do we intend to observe, no matter what?*" helps lead to the discovery of Core Values.

Discernment: According to the American Heritage Dictionary, one definition of the word *discernment* is "to act with insight and keen judgment." Most simply put, discernment is the practice of asking the question: "What should we do, and why?" It is an intentional process of seeking the deeper meaning that guides our decisions. *Given what we believe about our place in the world, how should we use our resources and what should we be doing?* "Discernment includes all that a congregation does to discover and articulate its mission ... A core part of the Board's responsibility is to discern and articulate just what the mission is." (Dan Hotchkiss, *Governance and Ministry: Rethinking Board Leadership*, Alban Institute, 2009, pg. 94)

Governance: Governance is a collective, democratic process that produces lasting policies designed to direct many individual decisions. It is best accomplished through democratic or representative bodies, including Congregational Meetings, the Board of Trustees, and Board Committees. The Board of Trustees, under the leadership of the President, is responsible for leading the governance of the Church.

Governance by Policy: Our proposed structure is designed to clarify that the Board's role is to define the mission and priorities of CLUUC, while the staff's role is to fulfill the mission through executing programs with the help of our members. The primary way the Board will oversee the staff's work in executing our mission is through the creation of policies that provide limits and expectations to the staff.

Member: A member of Cedar Lane Unitarian Universalist Church is a person, at least 16 years of age, who engages in the worship and work of the church, has signed the membership roll, and has made a financial contribution of record in support of the church in the preceding 12

months. Members are entitled to vote at congregational meetings. See Section IV, H, Membership.

Ministry: Ministry is the practical work of the Church, and consists of continually choosing means and methods, allocating resources, hiring staff, recruiting volunteers, and giving them leadership and support that will enable them to serve the mission of the Church effectively. Ministry is best accomplished through empowered teams of people who share a sense of calling to particular forms of service. The Senior Minister, as the called spiritual leader and designated leader of the ministry teams, is responsible for directing the Church's ministry in accordance with Board policies.

Ministry Teams: The ministry teams include all people, both paid and volunteer, who carry out the work of the Church on a day-to-day basis. The ministry teams will include the vast majority of the members of the current committees and paid staff. If a group's work produces or supports a program or activity, especially if it works primarily with a staff member, it is called a ministry team.

Mission: The Church's mission is the good that the Congregation means to do, whom it hopes to serve, and how. It answers the question, "Whose lives do we intend to impact and in what way?"

Open Questions: Open questions are questions that are significant to the Church's strategic plan but do not, as yet, have answers. Open questions call for a wider, longer conversation than the process used to create the annual vision of ministry can accommodate, and invite Congregational Conversation before a decision is made.

Strategic Plan: The strategic plan contains the Church's longest-range plans. A strategic plan answers the question, "What major choices have we made about how we will fulfill our mission?"

Task Force: A task force is a strategic group appointed by and responsible to the Board to address a specific issue, not under the purview of an existing committee, for a specified length of time.

Vision Statement: A vision statement is a declaration about what the Church wants to become. It is a star to guide by, an imagined future state of the Church as it becomes a better vehicle to serve our Mission. It answers the question, "What will our Church look like if we serve our Mission well?"

I. VISION AND STRATEGY

A. Mission Statement

BOT approved 6/17/14

The congregation of Cedar Lane Unitarian Universalist Church adopted the following mission statement on April 10, 2011:

“To explore the eternal, to nurture community, to build a more just world.”

I. Vision and Strategy

B. Vision Statement

The congregation of Cedar Lane Unitarian Universalist Church adopted the following mission statement on May 22, 2016:

Cedar Lane Unitarian Universalist Church is a community where love *works*. Together, we explore the eternal, nurture community, and build a more just world. Together, we *dare* to embody beloved community.

I. VISION AND STRATEGY

C. Core Values Statement

BOT approved 2/17/2015

Explore the Eternal

Pursue our spiritual journeys independently and in fellowship, sharing our quest for understanding, wonder, and meaning.

Participate in joyous worship.

Be generous with our time, talent, resources, and creativity.

Open the hearts and minds of children and adults to live with love and to transform lives.

Nurture Community

Broaden and deepen our shared relationships in a culture of understanding, generosity and love.

Welcome and support all, valuing the diverse and unique gifts of every person.

Focus on the needs of others in the community rather than our own.

Be good stewards of our resources and facilities.

Build a More Just World

Act in concrete and substantial ways to advance social and economic justice.

Commit to live in harmony with nature through thoughtful, compassionate, and courageous action.

Challenge systems of oppression that violate human dignity and the interdependent web of existence.

I. VISION AND STRATEGY

D. Annual Priorities and Goals

BOT approved 6/17/14

Working with the Senior Minister, the Board each spring shall develop and approve a short list of program priorities and goals.

Program goals shall be formulated to fit into a long-term strategy for Cedar Lane's future.

II. GOVERNANCE

A. Philosophy of Governance Statement

BOT approved 6/17/14

The Cedar Lane Congregation elects a Board of Trustees to function as its governing body and calls a Senior Minister who, as head of staff, serves as its spiritual and executive leader.

The Board's focus on governance is to advance the long-term mission of the church, which it shall accomplish primarily by:

- Discerning and articulating the Congregation's Mission and Vision of Ministry;
- Establishing strategic priorities and setting clear high-level goals to fulfill them;
- Developing written policies to guide the Congregation's ministry, which is carried out by the ministers, staff, lay leaders, and members;
- Monitoring and evaluating the congregation's leadership, including its own.

Under the leadership of the Senior Minister, the focus of ministry is to fulfill the spiritual, programmatic, and administrative needs and goals of the congregation in accordance with Board policies. These shall be accomplished primarily by:

- Choosing appropriate means and methods;
- Allocating sufficient resources;
- Hiring appropriate staff;
- Recruiting responsible volunteers and providing them with the requisite authority, guidance, and support to achieve both their objective purposes and personal fulfillment.

All church leaders and member volunteers shall operate in a manner that is consultative, collaborative, collegial, and inclusive, observing Unitarian Universalist values, including care and respect for every person. All church leaders shall communicate with the congregation on a regular basis their plans, activities, and results.

II. GOVERNANCE

B. Board Covenant

BOT approved 6/5/16

Members of the Board of Trustees enter into the following Covenant:

“As Trustees of Cedar Lane Unitarian Universalist Church, we covenant to use judgment, respect, and concern for each other, to communicate frequently with the Congregation, hear all voices, commit to the decision of the group, and commit resources to our goals. As representatives of the congregation, we will be generous in support of our Vision/Mission and mindful that our example influences the community as a whole.”

II. GOVERNANCE

C. Board Officers and Replacement of Board Members

BOT approved 6/17/14; modified 2/16/16

OFFICERS OF THE BOARD:

The *President of the Board* shall possess such powers and duties as are normally incident to the office and as may be conferred upon her or him by the Trustees. Such powers shall include the execution, in the name of the corporation, of such deeds, mortgages, bonds, contracts, and other instruments as the Trustees have authorized and have not been delegated to staff. The President shall convene and preside over meetings of the Board of Trustees and disseminate in advance of such meetings an agenda and documents pending consideration by the Board. The President also shall preside over the Annual and Special Congregational Meetings and prepare the Report of the Board of Trustees for the Annual Report. The President shall confer frequently with the Head of Staff in a collaborative fashion on issues pending Board decision and of concern to the Congregation. The President may recommend to the Board the establishment of Task Forces to address specific issues and may delegate some of her or his authority to other Trustees.

The *President-Elect* shall work collaboratively with the President and Head of Staff and shall perform such duties as delegated by the President.

The *Secretary of the Board*, in addition to any duties bestowed by law, by the Articles of Incorporation and the Bylaws, shall record the proceedings of all official Congregational and Trustee meetings; shall certify the list of members qualified to vote at each meeting of the Congregation; shall maintain a list of action items approved by the Board and assign and monitor follow-up responsibilities; shall ensure that records of the Board's minutes, decisions and policies are maintained and accessible to the Trustees and the Congregation, and shall perform all other duties customary to the office.

The *Treasurer of the Board*, in addition to any other duties assigned by law, the Articles of Incorporation and the Bylaws, shall be responsible for the oversight and safekeeping of the funds of the Church (except the Endowment Funds), the proper disbursement of such funds, the maintenance of accurate financial accounts of all receipts and disbursements, the preparation of periodic reports to the Trustees on the financial status of the Church, and the rendering of a financial report at the Annual Congregational Meeting. The Treasurer shall perform such other duties as are customary to the office and as directed by the Board, including reporting on various financial trends, advising the Board on the approval of the annual operating and capital budgets, and instructing the Board on its fiduciary responsibilities.

EXECUTIVE COMMITTEE:

The officers of the Board shall constitute the Executive Committee, which shall plan the agenda for Board meetings and address issues that arise between Board meetings. The Executive Committee shall meet with the Senior Minister monthly, at a time and place designated by the President in consultation with the Senior Minister. The President of the Board shall be President of the Executive Committee.

PROCEDURES FOR ELECTIONS OF PRESIDENT AND PRESIDENT-ELECT:

FOR PRESIDENT:

- a. The BOT will schedule a meeting *before* March 31 of each year to elect a President and President-Elect for one-year terms, effective July 1 (“election meeting”). If there are no other nominations for President other than the President-Elect, as provided in b. below, the Board shall elect the current President-Elect to the position of President by voice vote.
- b. At the Board meeting preceding the scheduled election meeting, members of the Board may nominate other eligible candidates for President, with the consent of the nominee[s]. An eligible candidate is a member of the Board fulfilling a three-year term. The President-elect shall automatically be nominated unless s/he withdraws.
- c. If there is more than one nominee for President, the vote shall be taken by secret ballot and election shall require a majority. Run-off ballots, if necessary, will drop the nominee with the lowest number of votes until one nominee receives a majority of the votes present.

FOR PRESIDENT-ELECT:

- a. Before the scheduled election meeting, the current President-Elect, after consulting with the first year members of the Board, shall convene a nominating committee consisting of the President-Elect and the retiring members of the Board, who shall recommend to the Board a candidate for President-Elect for the coming year. The nominee shall be a Board member fulfilling a three-year term currently in his/her first year. She/he must consent to be nominated.
- b. Election of the President-Elect shall take place during the scheduled election meeting on or before March 31.
- c. Additional nominations may be made from the floor, with the consent of the nominee[s]. A contested election shall be conducted by secret ballot. A majority vote is required for election. Run-off ballots, if necessary, will drop the name of the nominee with the lowest number of votes.

FOR UNEXPIRED TERMS OF BOARD MEMBERS:

In accordance with Article III.7, paragraph 4 of the Articles of Incorporation, in the event of a vacancy on the Board between annual meetings, the Board President shall request the Nominating Committee to nominate a candidate to fill the unexpired term until the next annual meeting, and the remaining trustees shall vote on such nominee to fill the vacancy temporarily. If such nominee does not receive a majority of the votes present, the President shall request another nomination from the Nominating Committee, and the process will be repeated until a Trustee is elected. If elected to a term that does not expire by the next annual meeting, such trustee shall be presented for election at the next annual meeting.

II. GOVERNANCE

D. Board Committees

BOT approved 6/15/16

COMMITTEES OF THE BOARD:

The following Committees shall serve as Standing Committees of the Board:

Development/Fundraising Committee, Endowment Committee, Financial Policy, Governance, Human Resources and Mosaic Makers. The Committees shall operate and advise the Board in accordance with their Board-approved Charters and in response to requests from the Board. Committees may recommend to the Board amendments to their Charters, which shall become effective when approved by the Board.

The Board shall appoint the members and Chairs of each of its Standing Committees. Committees may include non-Board members. Committees may meet on a schedule set by their Chair or on an as-needed basis as requested by the Board.

II. GOVERNANCE

Mission Statement of the Development/Fundraising Committee

BOT approved 6/14/16

MISSION:

Reporting to the Board of Trustees, the Development Committee will assess the full range of Cedar Lane's development efforts and lead the congregation in coordinated, focused fundraising beyond the pledge activities currently handled by the Stewardship Team, to ensure that Cedar Lane has a long and bright future.

GOALS:

- Educate members as to the importance of ongoing financial commitments to Cedar Lane, to help us achieve the Cedar Lane mission (Explore the eternal, Nurture community, Build a more just world).
- Build and monitor an intentional path for members to follow as they increase their financial commitments/gifts to Cedar Lane.
- Create an overarching development structure, policies and procedures regarding how, when, and to whom Cedar Lane approaches fundraising.
- Support solicitations of financial and in-kind gifts to strengthen Cedar Lane's financial position and ensure its continued existence.
- Form a Planned Giving Legacy Society that encourages members to include Cedar Lane as a beneficiary in their estate plans.
- Foster an environment of longer term and higher value fundraising efforts.
-

ORGANIZATION:

- Standing committee, reporting to the Board of Trustees
- Collaborate closely with the Stewardship Team to ensure clear role delineation and maximize success
- Comprised of 5-7 members of Cedar Lane, including at least one board member and one member of the Stewardship team, Auction team, and Membership team
- Members should be recognized as having knowledge of fundraising
- Members should be willing to serve a minimum of two years on the committee
- Committee members should elect a chair and vice chair, the latter to serve as chair the following year
- The Chair will submit an Annual Report to the Board

II. GOVERNANCE

Charter of the Endowment Committee

BOT approved 6/17/14

I. FUNCTIONS AND OBJECTIVES

The Cedar Lane Unitarian Universalist Church Endowment Committee (hereinafter referred to as “the Committee”) is responsible for all matters pertaining to the management and administration of the Endowment Fund of the Church. This responsibility includes: (a) stewardship and investment of assets; (b) maintenance of appropriate records; (c) provision of financial information and advice to the Board of Trustees (hereinafter referred to as “the Trustees”), and (d) transfer of funds for annual use by the Church.

The Committee shall also be responsible for the investment of other funds that the Trustees have placed in the Committee’s investment pool. The Committee’s responsibilities with respect to such other funds shall be limited to stewardship, investment of assets, and tracking of values and shall not include functions which have been assigned elsewhere within the Church, such as appropriation of assets and records of special provisions or stipulations associated with these funds.

The Committee shall have no authority to spend any Endowment Fund assets (other than reasonable and necessary management and administrative costs). Its disbursement authority is restricted to the transfer of funds to church accounts under the control of the Trustees. A majority of the members of the Committee may amend this charter at any time; the amended charter will not be effective until it is approved by the Trustees.

II. ORGANIZATION

A. Membership: There shall be six regular members of the Committee, serving staggered three-year terms commencing on the first day of July, such that each year one third of the members will be appointed to the Committee. In addition, the Treasurer of the Church shall serve as an ex officio voting member. Members (who must be voting members of the Church) shall be nominated by the officers of the Committee, approved by a majority of the Committee, and appointed by the Trustees. The Trustees may remove a member of the Committee for malfeasance, negligence, or incapacitation. Members shall serve no more than two consecutive terms. This restriction may, however, be overridden if deemed necessary by the Trustees.

B. Officers: The Committee officers, who shall be members of the Committee, shall consist of a Chairperson, Vice Chairperson, and Secretary. The Chairperson is appointed by the Trustees for a one-year (renewable) term commencing July 1, but no person shall serve as Chairperson for more than two consecutive one-year terms unless a waiver is obtained from the Trustees. The Committee shall elect all other officers annually.

C. Subcommittees: The Committee may establish subcommittees as necessary, whose membership may include persons who are not members of the Committee.

D. Meetings: The Committee shall meet upon call of the Chairperson or when requested by the Trustees. Meetings are open to all members of the Church and are held at least quarterly.

E. Quorum: Four members shall constitute a quorum of the Committee.

F. Member Liability and Indemnification: To the fullest extent and in the manner permitted by law, except in the case of fraud or bad faith, members shall be held free of liability for actions or decisions taken as members of the Committee.

The Church may indemnify and reimburse any or all of the present or former members of the Committee to the fullest extent and in the manner permitted by law, regardless of the adverse interest of any or all of said persons, made a party to any action, suit or proceeding by reason of the fact of being or having been a member of the Committee, for expenses, including attorneys' fees, and such amount of any judgment incurred by that person in connection with the defense or reasonable settlement of any such action, as the Trustees deem reasonable.

III. PROCEDURES AND GUIDELINES

A. Stewardship and Investment of Assets:

1. Primary responsibilities of the Committee shall be to maintain, protect, and grow the assets of the Endowment Fund, and to ensure that any funds appropriated for use by the Church are done so in a manner consistent with this charter and in compliance with the terms of acceptance of funds by the Church.
2. Assets may be placed under the control of the Committee either: (a) directly, such as by means of bequests or donations to the Endowment Fund; or (b) indirectly, as when assets controlled by the Trustees are transferred to the Endowment Fund. The Trustees, however, retain the ultimate authority to accept or reject any bequests or donations.
3. Although the Committee shall have full authority to invest Endowment Fund assets in whatever manner it deems appropriate, a general guideline shall be to restrict such investments to common financial instruments such as stocks, bonds, mutual funds,

Treasury bills, commercial paper, options, and to avoid non-liquid investments such as real estate, and collectables.

4. Investments shall be based on a policy of seeking to maximize total return (income and capital gains) while maintaining a high degree of safety of principal. The “Prudent Man Rule” shall be followed in making investment decisions.
5. While financial considerations shall be paramount, the Committee shall also be aware of, and influenced by, the ethical concerns and social responsibilities of the Church, as well as any general resolutions adopted by Church members or the Trustees.

B. Maintenance of Records:

1. Adequate records shall be maintained, detailing the dates on which assets were received by the Church, the nature of these assets, the donor(s), and any terms agreed to at the time of their acceptance. (Donors’ names will be withheld in cases where donors request anonymity.)
2. The Secretary shall be responsible for recording the minutes of all meetings. A copy of the minutes shall be maintained in the Church office, and shall be accessible by any Church member.
2. A quarterly investment portfolio report shall be given to the Trustees through the Treasurer who is an ex officio member of the Committee. This report shall include the current market value of each holding compared with values for the preceding four quarters, as well as a summary of asset allocation and the asset value of the individual funds in the investment pool.
3. A written summary of the Fund’s performance and asset allocation during its previous fiscal year shall be prepared by the Committee and presented to the Trustees at their February meeting. The Committee shall also prepare a written report for inclusion in the Church’s Annual Report.

C. Appropriation of Funds to the Church:

1. Subject to the provisions of Paragraph C-3, the Committee shall make an annual appropriation to the Church from the Endowment Fund. In order to provide information at the proper time during the budget development process, the payout shall be determined based on the calendar year ending December 31.
2. Within 60 days following the end of the calendar year, the Committee shall inform the Treasurer of the amount of the Endowment Fund appropriation that will be available during the Church’s next fiscal year. (This will provide sufficient time for the Trustees,

based upon recommendations from the Treasurer, to determine how to allocate that appropriation in the budget under development.)

3. The amount of the appropriation is to be determined as follows:
 - a. The fixed annual rate of allowable appropriation will be 5 percent of a 13-quarter rolling average of asset values as of the close of the calendar year (December 31). The rate may be increased only with the approval of a majority of Church members present at a duly constituted meeting.
 - b. The principal of the Endowment Fund is defined as \$1 million plus the sum of the gifts received since the Fund reached that amount (February 28, 1998). Principal may not be invaded by the annual appropriation or by any additional amount without a two-thirds vote of Church members present at a duly constituted meeting. Determination of whether principal would be invaded by a 5 percent appropriation will be made on the basis of the valuation of the Fund at the close of its calendar year.
 - c. In the event the 5 percent appropriation would invade the principal of the Endowment Fund, the Trustees shall appropriate a lesser percentage that does not invade the principal.
 - d. This method of determining the amount of the appropriation is effective for the year ended December 31, 2001, and supersedes the formula provided in the Committee's charter approved December 1986.
4. The appropriated amount shall be made available for transfer to the Church on the first day of the Church's fiscal year, unless the Church Treasurer requests a delay in such transfer, in which case the funds shall remain under the control of the Committee until a transfer is requested. Interest during a period of delay accrues to the Endowment Fund.
5. In the event the Trustees choose not to authorize the expenditure of the total allocation from the Committee during a given year, the unexpended amount shall be carried forward and be available upon demand in subsequent years provided that such delayed expenditure does not invade the principal of the Endowment Fund at the time of demand.

II. GOVERNANCE

Policy for Spending Endowment Appropriations

BOT approved 6/17/14

This policy is intended to ensure that the appropriations from the Endowment Fund are spent wisely to maintain and preserve Cedar Lane's buildings and grounds and to further advance the mission of the church. It is also the Board's intention to use Endowment Fund appropriations in a four-year transition period to balance the church's operating budget.

The Endowment Committee, in accordance with its Charter, determines the funds available for annual appropriation. The Board authorizes spending of the appropriation through the annual budgeting process.

First, the primary use of the appropriations is for preserving the Church's beautiful buildings and grounds. Therefore, appropriated funds will be first applied to the Capital Budget for this purpose as recommended by the Senior Staff in consultation with the Finance Team.

Second, to the extent there are additional funds available from the appropriation, the Board has determined that \$50,000 will be applied annually to the Operating Budget for the Fiscal Years 2014, 2015, and 2016, in accordance with the Four-Year Financial Plan approved by the Board on September 17, 2013.

Third and finally, if there are any additional funds available for appropriation, the Board may elect to leave such funds in the Endowment Fund or it may apply them to the Contingency Account for emergency expenses during the year.

II. GOVERNANCE

Charter of the Financial Policy Committee

BOT approved 6/17/14

PURPOSE:

The Financial Policy Committee (FPC) serves as a financial advisor to the Board of Trustees. As such it will assist the Board in its oversight of the Church finances. The FPC is standing policy committee of the Board. It does not have an operational role, which is reserved to the Senior Staff and Financial Team. The Trustees may request recommendations from the FPC on specific issues and the FPC may investigate other issues at its own initiative on behalf of the Trustees. From time to time the FPC with the Treasurer shall hold educational sessions to ensure that Board members have adequate understanding of the congregation's financial status and trends. The Senior Minister may also request assistance from the FPC through the Board President on policy matters of financial importance to the Church's ministries.

RESPONSIBILITIES:

The specific responsibilities of the FPC include, but are not limited to, recommending to the Board of Trustees:

- annual Board financial priorities,
- totals for operating budget income and expenses,
- parameters on proposed operating and capital budgets,
- outside financial audits,
- financial policies for the Board,
- multi-year financial plans,
- requested expenses outside of budget,
- use of non-pledge gifts,
- policy for long-term facility plans, and
- undertaking of capital campaigns.

and monitoring:

- internal audit results,
- care for resources practices,
- performance of funds invested by the Endowment Committee, and
- the financial health of the Church.

The FPC may seek information and advice from any entity inside or outside the Church in order to develop its recommendations. The FPC sets its own procedures and schedule of meetings. All of its meetings are open. At the direction of the Board the FPC will communicate its recommendations to the Congregation.

MEMBERSHIP:

The FPC is composed of five to seven members including the Treasurer, the Assistant Treasurer and three to five additional members who may include Trustees and non-Trustees. Members serve one-, two-, or three-year staggered terms, which may be renewed. Non-voting ex-officio members include the President of the Board of Trustees, the Senior Minister, and the Executive Director. The initial Committee membership is recommended by the Financial Task Force and approved by the Trustees. Vacancies on the FPC may be filled by the Committee and shall be approved by the Board. The FPC selects its chair that shall be approved by the Trustees.

II. GOVERNANCE

Policy Concerning Non-Pledge Gifts

BOT approved 6/17/14

CATEGORIES OF NON-PLEDGE GIFTS:

1. *Endowment gifts* (principal to be conserved):
 - Designated (income to be used for specified church activities)
 - Unrestricted (income may be used for unspecified church activities)

2. *Non-endowment gifts*:
 - Designated (principal and income to be used for specified church activities)
 - Unrestricted (principal and income may be used for unspecified church activities)

Memorial gifts may be contributed in any of the four categories. In addition to pledge and non-pledge gifts, the church receives income from plate collections, church-sponsored functions, and interest on short-term investments. Also, the Church receives income for reimbursable expenses. This policy is limited to non-pledge gifts.

GENERAL CONSIDERATIONS:

The Church will actively encourage non-pledge gifts from members and friends of the Church including planned giving. However, since pledge income will continue to provide the financial backbone of the Church for the foreseeable future, care must be exercised that such gifts do not become competitive with pledges.

Non-pledge gifts that are unrestricted are preferred, but designated contributions are also welcome. In any event, procedures for handling these contributions must be sufficiently flexible to accommodate the desires of the donors. The Financial Policy Committee shall bear a continuing responsibility to develop procedures for receiving gifts which are sufficiently simple and sound, to instill confidence among potential donors that non-pledge gifts will be handled responsibly and with a minimum of red tape and delay.

Non-pledge gifts that are received unrestricted may become restricted by action of the Board of Trustees.

USE OF GIFTS:

Endowment Gifts provide the church with an additional source of income. The principal of the Endowment Fund established with such gifts will be nearly inviolate. It can be spent only to meet a major church crisis as determined by the Board of Trustees after seeking the advice of

the Congregation. Designations of endowment gifts shall be reviewed periodically and changes of designation can be recommended to the Congregation, by the Board of Trustees, in cases where changed circumstances render the original designation inappropriate.

Non-endowment gifts may be used to assist in meeting either near-term or long-term needs of the church.

The Financial Policy Committee will recommend to the Board how the income from unrestricted endowment gifts should be used and how unrestricted spendable gifts might be used, including unrestricted memorial gifts. The appropriate church committees and teams will make recommendations to the Board as to the use of designated gifts. Final approval of all expenditures is a responsibility of the Board, unless explicitly delegated by the Board to another church body.

MANAGEMENT OF UNRESTRICTED NON-ENDOWMENT GIFTS:

Unrestricted non-endowment gifts in amounts less than \$10,000 will be entered as income under the heading of gifts in the budget statement.

Unrestricted non-endowment gifts equal to or in excess of \$10,000 may be applied toward pressing near-term church needs, and long-term needs, as recommended by the Financial Policy Committee and approved by the Board of Trustees. If no such pressing needs exist, non-endowment gifts equal to or in excess of \$10,000 should be delegated to an Investment Fund to be managed by the Endowment Committee. This Investment Fund will not be included as part of the endowment, nor subject to its restrictions.

When an appropriate need arises, the Financial Policy Committee may recommend, and the Board of Trustees may approve, the use of the Investment Fund to apply toward church goals. When non-endowment gifts are placed in an Investment Fund from which the principal and/or income is to be used for approved purposes, the following provisions must be established at the outset:

- The purpose for use of the funds.
- Determination on whether the fund can be added to future contributions.
- The decision-making authority within CLUUC for approving expenditures made from the fund.
- The date the fund will sunset. The maximum period for Non-Endowment Gift Funds is ten (10) years, unless otherwise approved by the Board of Trustees.
- All non-endowment gift funds must be approved by the Board of Trustees.
- All approved non-endowment gift funds will be entered on the CLUUC balance sheet as restricted assets.

II. GOVERNANCE

Charter of the Governance Committee

BOT approved 6/17/14

PURPOSE:

Advise and assist the Board on governance matters, including helping it to focus on its role under Governance by Policy.

RESPONSIBILITIES:

- Review Cedar Lane policies and bylaws and proposed policies and bylaws to insure they are internally consistent.
- Organize an educational session for lay leaders at least annually to ensure that they have an adequate understanding of the Congregation's governance structure.
- Conduct an orientation for new board members.
- Assist the Board in its self-evaluation.
- Serve as an in-house resource to clarify roles and responsibilities of the Board, Board committees, the Senior Staff, and lay leaders.
- Coordinate the governance transition (that is, serve as the successor to the Governance Task Force.)
- Advise the Board on improvements to, and fine-tuning of, the implementation of governance by policy during the roll-out transition period from July 1, 2014, through June 30, 2015.

COMPOSITION AND APPOINTMENT OF THE COMMITTEE:

Membership of this committee shall be 3-7 people:

- The President of the Board and the Senior Minister shall serve as two of the members. Additional members shall be appointed by the President of the Board.
- The Board President shall designate the Committee Chair.

QUALIFICATIONS OF COMMITTEE MEMBERS:

Membership of the committee should provide a balance of skills, experiences, and gifts that include:

- Knowledge and experience of the history and specific governance policies that define how Cedar Lane will operate, including the reasoning behind why we are structured as we are.

- Knowledge of the vision, mission, priorities and goals of Cedar Lane.

TERMS:

Appointments made by the President shall be for two-year terms, staggered to provide for continuity of leadership, except as follows:

- In the appointment made for the initial establishment of this Committee, one of the appointments shall be for a three-year term.
- If a position becomes vacant before the end of a member's term, the appointed replacement shall serve the remainder of that member's term.

Appointed members shall serve a maximum of two terms.

REPORTING RELATIONSHIP:

The Committee reports to the Board through its Chair.

II. GOVERNANCE

Charter of the Human Resources Committee

BOT approved 6/17/14

PURPOSE:

The purpose of the Human Resources Committee (HRC) is to provide expert advice to the Board of Trustees (the Board), the Senior Minister, and the Executive Director on a range of personnel issues.

FUNCTIONS:

- A. At the request of the Board, the HRC shall develop and recommend policies on human resources issues appropriate for Board discussion and approval.
- B. At the request of the Senior Minister, the HRC shall provide advice on personnel and human resources issues, including legal matters, standard operating procedures, best practices; however, the HRC shall not participate directly in personnel dispute resolution or specific compensation decisions.
- C. At the request of the Executive Director, within the scope of the delegation from the Senior Minister, the HRC Chair shall designate experts on the HRC to review and advise the Executive Director on personnel matters such as job descriptions, hiring procedures, general compensation analysis, benefits programs, and staff restructuring.
- D. Upon request of the Senior Minister or Executive Director, the HRC shall review for appropriateness and legality any changes recommended by the Executive Director to the Cedar Lane Unitarian Universalist Church Personnel Policy Manual.

ORGANIZATION:

A. Membership:

- 1. The HRC shall consist of 3-5 members, appointed annually by the Board.
- 2. Members of the HRC shall be experienced human resource professionals or have substantial human resource law or staff management experience.
- 3. Members may be reappointed annually without limit.
- 4. Members may be replaced by the Board at any time.
- 5. The Board shall appoint the Chair for a one year renewable term.

B. Operating Procedures:

1. The HRC shall not hold regular meetings but shall be available on an as needed basis. Requests for assistance shall be communicated to the Chair, who shall decide which member of the HRC is responsible for responding to the request.
2. Simple, straightforward requests and questions shall be answered by the responsible member, copying other members on the request and the response.
3. As needed, the member responsible for responding to a request shall involve other members either by conference call or an in-person meeting called for that purpose.
4. The Board may request the HRC to convene as a group to study, prepare and recommend to the Board a policy on a Human Resources issue.
5. Responses are provided confidentially to the party making the request.
6. All discussions of the HRC shall be considered confidential and not shared except with the consent of the requesting party.
7. The HRC shall be responsible to the Board, which shall appoint a primary point of contact (liaison) to the HRC.

REPORTING RESPONSIBILITIES:

- A. The Chair shall maintain confidential records of all responses and minutes of any meetings or conference calls of the HRC.
- B. The Chair shall provide the Board an annual summary of the HRC's activities.

II. GOVERNANCE

Mission Statement of the Cedar Lane Mosaic Makers

BOT approved 11/17/15

CEDAR LANE MISSION: To explore the eternal, to nurture community, to build a more just world.

MOSAIC MAKERS MISSION STATEMENT: The mission of the Cedar Lane Mosaic Makers is to lead the congregation in developing and living out an intentionally multicultural religious identity in all aspects of congregational life.

The committee will seek opportunities to:

- Support the work of the Board of Trustees and Ministry Teams to integrate a multicultural approach into governance, worship, lifespan religious education, membership support and care, social justice, and outreach at Cedar Lane.
- Promote dialogue and learning within the congregation to deepen our understanding of multiculturalism, both as individuals and as a community.
- Build on that shared understanding to address issues related to inclusion – such as racism, ethnicity, gender identity, sexual orientation, ableism, classism, sexism, cultural identity.
- Provide a supportive and safe environment that promotes reflection, sharing, personal and institutional transformation.
- Celebrate our commitment to diversity and multiculturalism through programs and events.
- Develop meaningful partnerships (“right relationships”) between Cedar Lane and multicultural communities as we partner together to build the Beloved Community.

It’s about ... Intentionally facilitating the creation of a religious community where genuine acceptance, respect, and love for all people are manifested in our identity.

ORGANIZATION:

- A standing committee of the Board of Trustees
- Collaborates closely with ministry teams
- Works with both governance (institutional change) and ministry (cultural change)

- Focuses on strategic planning, collaborates with “Together” and other ministry teams to implement programming
- Comprised of 7-9 members of the Cedar Lane community, including at least 1 Board member, 1 “Together” member, and a designated staff member. When the designated Board member cannot attend a meeting, they will find an alternate.
- Members should be recognized as having knowledge of and commitment to multicultural issues
- Team members will serve 2- or 3-year terms, with the exception of youth members, who may serve 1-year terms. The goal is to promote continuity by having some new and some continuing members on the committee each year.
- Membership may be somewhat fluid – e.g. individuals may serve on the committee for the duration of specific issues or activities. Board approval will not be required for changes in membership, as long as these guidelines are followed.
- A designated point of contact will be established, but committee leadership may not always rest with that individual – e.g. responsibility for “chairing” meetings may be rotated.

II. GOVERNANCE

E. Board Task Forces

BOT approved 6/17/14

Task Forces of the Board may be created when the Board has need of a strategic group to handle an issue that may be larger in scope than one of the Standing Committees may address, or that would benefit from specific expertise among church members. Task Forces may include Board and non-Board members and shall have a specific charge and pre-determined length of service, which may be extended if the Board deems it necessary.

II. GOVERNANCE

Charter of the Blumenthal Futures Task Force

BOT approved 6/17/14

The Board of Trustees hereby establishes this Charter for the Blumenthal Futures Task Force in accordance with the Blumenthal Motion approved on September 17, 2013. The Board also separately appoints co-leaders and Task Force members.

The purpose of the Blumenthal Futures Task Force is to plan and carryout initiatives for improvement of the facilities and space of Cedar Lane Unitarian Universalist Church. This responsibility is described broadly in the motion of September 17, 2013.

Throughout this project, the Task Force will keep in mind criteria used by the Board in planning the overall Blumenthal program. These are to:

- Expand church membership, community outreach, and internal fellowship,
- Select major projects of lasting value,
- Support and advance our mission,
- Build on our strengths, and
- Memorialize Frank and Benita Blumenthal.

The detailed plans of Blumenthal Futures initiatives will be developed by the Task Force in consultation with the Board and Congregation. Questions to be addressed include how can improvements to our facilities enhance the worship experience, facilitate our social justice outreach, help attract and assimilate new members, modernize the RE and lifespan education environment, and highlight our excellent music and lecture programs?

Some of these initiatives may span many years and thus this project is organized into three phases. The principal activities in each phase are:

PHASE I INITIAL PLANNING:

- Develop a Phase I work plan and budget for approval by the Board within five months of approval of this Charter.
- Review records of previous facilities planning and building projects to assemble lessons learned.
- Communicate with the Congregation and Senior Staff on long-term facilities needs.
- Conduct space needs at the Church under various scenarios of growth.
- Investigate, using volunteers, the feasibility of meeting those needs.

- Monitor the recovery of Cedar Lane finances.
- Investigate building code requirements.
- For critical near term building needs, undertake remedial projects well within the funding allocation from the Board.
- Prepare a Phase I report to the Board and Congregation.

PHASE II DETAILED PLANNING:

- Develop a Phase II work plan and budget for approval by the Board.
- Coordinate with the UUA on feasibility of building or renovation of church facilities.
- When appropriate, conduct professional financial and design studies of improvement options. Financial studies should include capital costs, construction costs, and changes to operating costs.
- Continue to consult broadly with the Congregation.
- Develop priorities and time phasing of improvement initiatives.
- In collaboration with the Board and Senior Minister, review the initiative options, their financial feasibility and furtherance of Cedar Lane's Mission and broad acceptance by the Congregation.
- Complete detailed planning and design.
- Prepare fund raising and/or borrowing plans.
- Prepare a Phase II report to the Board and Congregation.

PHASE III PROJECT IMPLEMENTATION:

- Develop a Phase III work plan and budget for approval by the Board.
- As appropriate, initiate fundraising and congregational involvement in the approved initiatives. This may require new Task Force members with project management experience.
- Carry out the approved initiatives.
- Prepare a Phase III report to the Board and Congregation.
- Terminate the Task Force when, in agreement with the Board, its work is completed to the best of its ability.

The working policies and procedures for the Task Force are included in the Management of the Blumenthal Fund Policy approved by the Board on October 15, 2013.

II. GOVERNANCE

Management of the Blumenthal Fund

BOT approved 6/17/14

On September 17, 2013, the Board of Trustees approved a plan for use of the generous bequest from Frank Blumenthal. To implement the plan the Board establishes these policies and procedures for management of the Blumenthal Fund created from the bequest. The plan establishes four uses for the Fund. Each will be managed in accordance with these policies and procedures.

1. **Blumenthal Futures Project** for renovating and revitalizing the grounds, facilities and space in which Cedar Lane achieves its mission: to explore the eternal, nurture community and build a more just world.
2. **Financial Recovery** supporting the operating budget in accordance with the Board's Four-year Financial Plan.
3. **Social Justice Project** supporting a church-wide, intergenerational project.
4. **Outreach Project** providing communications and programing to reach the wider community.

The Board of Trustees has overall responsibility for the preservation and use of the Fund including, interest, dividends, capital appreciation, and any additional amounts received.

- The Board delegates responsibility for investing the Fund to the Endowment Committee.
- The Board has made a preliminary allocation of the Fund to the four projects.
- In consultation with the Congregation, the Board will approve plans and budgets for specific projects. The Board may adjust the allocation of funds to specific projects when warranted.
- The Board will maintain a long-term plan and budget for the Blumenthal Fund, which will be reported to the congregation and updated as appropriate. This plan will provide for the eventual termination of the Fund after fifteen years, unless extended. Remaining funds will be transferred to the general Endowment Fund as directed by the church Treasurer.
- The Board will appoint a Blumenthal Futures Task Force and leaders according to the motion approved by the Board on September 17, 2013. This Task Force will consult broadly with the Congregation and prepare a plan and budget of its initial work within

five months of its appointment by the Board. The Board will approve this plan and budget before any expenses are incurred. Modified plans and budgets, when appropriate, will be submitted to the Board through the Church Treasurer for approval.

The Senior Minister will initiate and oversee the Social Justice Project and the Outreach Project according to the motion approved by the Board on September 17, 2013.

- The Senior Minister will appoint task forces and leaders for the Social Justice and Outreach projects, subject to Board approval.
- Each task force will prepare an initial plan and budget within three months of its appointment. The Senior Minister and the Board will approve the plans and budgets, after congregational consultation, before any expenditure is incurred.

Project Teams will implement their projects in accordance with their approved plans.

- The Project Leader will submit invoices to the Executive Director for expenses within their approved allocations.
- When warranted, the Project Leader may request, through the Senior Minister, Board approval for changes to the approved plan and budget for the Social Justice and the Outreach projects.
- Project Teams may reallocate funds within the approved allocation for their project with approval of the Senior Minister *or* the Board as appropriate.
- Project Leaders will report progress periodically to the Board.

The Church Treasurer will report regularly to the Board on the status of the Blumenthal Fund and expenditures incurred there under.

- The Treasurer will bring any requests for changes in allocation to the Board together with a recommendation for approval or not.
- The Treasurer, in coordination with the Executive Director, will manage the transfer of funds to the Operating Budget in accordance with the allocation approved by the Board for Financial Recovery Support.
- The Treasurer will also be responsible for eventual transfer of any remaining Blumenthal Funds to the general Endowment Fund.

The Executive Director will handle all accounting, record keeping, and contracts.

- The Executive Director will keep permanent records of allocations, plans, budgets and expenditures.
- The Executive Director will pay invoices signed by a Project Leader. No invoice will be approved for payment if it exceeds the Board-approved project allocation.
- Payments that are greater than \$10,000 must be approved by the Executive Director or Senior Minister and by the Church Treasurer or the Board President.

- The Executive Director will provide the Treasurer with monthly records of expenditures for each project.
- Allocated funds will be carried from year to year without further approval. Interest, dividends and appreciation will remain in the invested Blumenthal Fund.
- The Executive Director is the only person authorized to approve purchase orders and contracts.
- The Executive Director may withdraw funds from the invested Blumenthal Fund to a handy account in order to make payments for approved project expenses.

The Endowment Committee will invest the Blumenthal Fund for long-term growth with reasonable risk.

- Blumenthal Fund investments will be accounted for separately from other funds invested by the Endowment Committee.
- Investments shall be based on a policy of seeking to maximize total return (income and capital gains) while maintaining a high degree of safety of principal.
- The Endowment Committee shall have authority to invest Blumenthal Fund assets in common financial instruments such as stocks, bonds, mutual funds, and government instruments and shall avoid non-liquid investments such as real estate.
- The Executive Director may withdraw Blumenthal Fund monies invested by the Endowment Committee to pay approved expenses of the projects.

II. GOVERNANCE

F. Board Procedures

BOT approved 6/17/14

PHILOSOPHY OF BOARD GOVERNANCE:

The Congregation of Cedar Lane Unitarian Universalist Church is an autonomous, self-governing, covenanted body, participating in a denomination that identifies with a set of values that we share in common. All power and authority derives from the Congregation, which elects a Board of Trustees as its governing body and calls a Senior Minister who, as Head of Staff, serves as its inspirational and executive leader.

The Board's fundamental responsibility is to advance the long-term mission of the Congregation, which it shall accomplish primarily by:

- Engaging the Congregation in discerning, articulating, and revisiting the Congregation's Mission, Vision, and Core Values of ministry.
- Establishing strategic priorities and clear goals to fulfill them.
- Developing written policies to guide the Congregation's ministry, which are carried out by the ministers, staff, lay leaders, and members.
- Monitoring and evaluating the Congregation's leadership, including its own.

MISSION STATEMENT:

The Board shall be guided by Cedar Lane's Mission Statement.

GOVERNANCE BY POLICY:

As provided in Bylaws 8 & 9, the Board shall establish a process to engage the Congregation in setting the Mission, Vision and Core Values of the Congregation, which shall be reviewed every five years or so. The Board shall delegate operational authority to the Senior Minister as Head of Staff who shall be responsible for the inspirational, administrative and programmatic leadership of the Congregation, and accountable to the Board for fulfilling its Mission. The Board shall establish policies that will guide the staff and lay leaders in creating a cohesive, mission-driven Congregation. Each year, the Board shall articulate Annual Priorities and Goals for the coming year and provide guidance to the Senior Minister on the preparation of the annual operating budget, which shall be subject to Board approval. In performing its oversight

responsibilities, the Board shall provide for an annual evaluation of the Head of Staff. The Board shall focus on the long range health and vitality of the Congregation, shall clarify lines of authority, responsibility and accountability, and shall avoid intruding into management and operational issues delegated to the Head of Staff.

RELATIONSHIP BETWEEN THE BOARD AND THE SENIOR MINISTER:

The relationship is *Collaborative*, as the Board and the Senior Minister are engaged in a shared ministry. The President and the President-Elect shall consult regularly with the Senior Minister. The setting of goals and priorities to advance the Church's Mission and Vision shall be accomplished in consultation with the Senior Minister. The Board and the Senior Minister shall be accountable to each other to realize the Congregational Vision and fulfill the Church's Mission. The Senior Minister shall be accountable to the Board for the achievement of the priorities and goals through the collaborative work of the Senior Staff. The Board, Senior Minister, and Senior Staff shall work actively to create and sustain right relationships based on mutual trust, understanding, and respect.

BOARD MEMBER EXPECTATIONS AND RESPONSIBILITIES:

Leadership: Certain expectations are associated with the Board member's role as a congregational leader. In recognition that their example influences the Congregation as a whole:

- Trustees are expected to play a visible and active role in the life of the Church, including in worship, religious education, social justice projects, and special events.
- Trustees are expected to be generous, to the best of their ability, in financial stewardship.
- Trustees are expected to represent the broad interests of the Congregation and not represent one particular group or function.

RESPONSIBILITIES OF BOARD MEMBERS INCLUDE:

- Regular attendance at meetings: The Board customarily meets on the third Tuesday evening of each month, or at such alternative time and place as determined by the President in consultation with the Senior Minister. Board members should make every effort to attend these meetings, read in advance and bring to the meeting materials distributed for discussion, and come prepared to discuss the topics on the agenda. When the Board needs to spend more time on an important topic, an occasional special meeting may be called.
- Participation in annual retreat: Board members are expected to attend an annual Board retreat and any special retreats that may be scheduled from time-to-time.
- Liaison Duties: At times, Board members may be asked to be liaisons between the Board and other groups.

- Performing supporting tasks: Board members are expected to help support or assist with various functions in the Church; this may include the pledge drive or other fundraisers, organizing the Annual Meeting or Board retreat, and special events.
- Serving on Task Forces (and Committees): Each Board member is asked to participate in one or more Board Committees or Task Forces to study and develop recommendations to the Board on policies, goals, congregational vision, capital needs, budget priorities, and Board procedures.
- Participation in Congregational Conversations: Board members organize opportunities to engage the Congregation about issues pending before the Board.
- Welcoming visitors and new members: Board members should actively welcome visitors and new members and help assimilate new members into church life.
- Listening to members and visitors: By listening, Board members are able to reflect congregational aspirations and exercise its oversight responsibilities.
- Participation in significant church events: To the extent possible, Board members should attend special events such as the Auction, Stewardship Dinners, Board-sponsored Community Lunches, and community outreach events.
- Participation in study practices: Periodically the Board will discuss and commit to a shared routine (study or spiritual practice) that is relevant to the transcendent meaning of the Board's work on Congregational Mission and Vision.
- Represent the Church: Trustees shall, to the extent possible, represent Cedar Lane in denominational affairs.
- Direct administrative and program concerns: Such concerns raised by congregants shall be directed to the Senior Minister or Senior Staff.

BOARD MEETINGS:

The Board of Trustees shall meet at least monthly at a time and place determined by the President in consultation with the Senior Minister. A quorum consists of a majority of voting members. An agenda for the meeting approved by the Executive Committee and documents on issues pending discussion and decision shall be distributed to the Board at least three days in advance of the meeting. The minutes of prior meetings and reports to the Board that do not require action shall be handled by the Consent Agenda. The Secretary of the Board shall review outstanding action items from previous meetings. Robert's Rules shall guide Board deliberations. Urgent matters occurring between regularly scheduled meetings may be handled by conference call. Decision-making by email should be used only when no other alternative is possible due to time constraints and the urgency of the matter. Whenever possible, a Board member planning to introduce a motion for Board decision shall circulate it in writing in advance. The Board may appoint from its members an "ombudsman" who will monitor the meeting and (1) indicate if the discussion veers into areas delegated to the Head of Staff, and (2) evaluate how effectively the Board has performed its duties, e.g. sufficient time for discussion of significant issues. All Board meetings shall be open to the members and friends of Cedar Lane, and the Board's minutes shall be posted on the Board bulletin board and the website. The President may call an "Executive Session" when only elected Board members and

other persons designated by the President may be present to discuss a highly confidential and sensitive issue. The initial discussion of the annual evaluation of the Senior Minister as Head of Staff may be held in Executive Session. Minutes of Executive Sessions shall be summary in nature and shall report on any decisions made. Executive Sessions shall be used sparingly, and if a Board member objects to the President's call for an executive session, the issue shall be put to a vote of the Board and the majority vote shall prevail.

OTHER OFFICIAL RECURRING DUTIES OF THE BOARD:

- Approve contributions to the Unitarian Universalist Association (UUA), the Joseph Priestly District (JPD) and affiliated denominational organizations,
- Approve the Ministers' housing allowances,
- Approve delegates to the UUA and JPD General Assemblies, and to other affiliated organizations,
- Set salaries and approve contracts with the Senior Minister and senior staff, and
- Conduct an Annual Performance review of the Senior Minister.

COMMUNICATIONS COORDINATOR:

The Board President has the option to appoint a Communications Coordinator, for a one-year term who shall be responsible for preparing a Communications Plan that will enable the Board to engage the Congregation in articulating and revisiting the Mission and Vision Statements, Core Values and "Open Questions" and in setting the Board's Annual Priorities and Goals. The Coordinator shall also facilitate communications with the Congregation on issues pending before the Board and the decisions of the Board. The Communications Coordinator shall work with the Secretary to the Board to monitor and follow-up on actions of the Board.

II. GOVERNANCE

G. Conflict of Interest Policy

All officers, including Board President, Secretary and Treasurer, employees, and Trustees of Cedar Lane Unitarian Universalist Church shall scrupulously avoid any conflict between their personal, professional, or business interests and the interests of the Congregation.

DEFINITIONS OF CONFLICTS

1. If any officer, employee, or trustee, has any direct or indirect interest in, or relationship with, any individual or organization that proposes to enter into any transaction with CLUUC, such as,
 - a. the sale, purchase, lease or rental of any property or other asset,
 - b. employment, or rendition of services, personal or otherwise,
 - c. the award of any grant, loan, contract, or subcontract, or
 - d. the investment or deposit of any funds of CLUUC,that person shall be considered an “interested person” and shall give notice of such interest or relationship as specified in this policy.
2. For purposes of this policy, an officer, employee or trustee of CLUUC has an indirect interest in a transaction if any of the following is true:
 - a. The officer, employee or trustee has a material financial interest in a party to the transaction, or the officer, employee or trustee is a general partner of an entity that is a party to the transaction.
 - b. The officer, employee or trustee is a director, officer, or trustee of a party to the transaction, and the transaction is or should be considered by the CLUUC Board of Trustees.
 - c. A family member of the officer, employee or trustee is a party to the transaction. For this purpose, a “family member” is a spouse, partner, parent, or child of the officer, employee or trustee.
3. No officer, employee, or trustee of the Congregation may use or influence the use of the Congregation’s financial, personnel, or other resources for personal benefit, or for any purposes other than the achievement of the ends of the Congregation.
4. It may be a conflict of interest for a member of the Board of Trustees to also be a member of the Congregation’s paid staff. Likewise, it may be a conflict of interest for a family member of a Trustee, as above defined, to be a paid staff member of the

Congregation, or to be a member of the Board of Trustees. Members of the Board of Trustees, officers and employees may not accept gifts, loans, or pledges of behavior, of any kind, from any source, that could be interpreted as attempting to inappropriately influence any action taken by them on behalf of the Congregation.

DISCLOSURE

5. The President of the Board of Trustees shall assure that all officers, trustees and the Senior Minister are informed of this policy, and the Senior Minister shall ensure all employees are informed of this policy.
 - a. The Senior Minister, Congregation officers and members of the Board of Trustees shall disclose possible conflicts to the Board President, and Employees shall notify the Senior Minister before making decisions with regard to any transaction involving such a conflict.
 - b. Each officer, trustee, or staff member
 - i. shall annually acknowledge receipt of a copy of this policy and,
 - ii. promptly disclose, as they arise, any involvements with individuals, organizations, or vendors that might cause, or might reasonably be likely to cause, a conflict.

DETERMINATION OF CONFLICT OF INTEREST AND DISPOSITION

6. If an interested person who is a Trustee, officer, or the Senior Minister discloses a possible conflict of interest to the Board President, or if the Board President or Senior Minister becomes aware that a possible conflict of interest exists concerning an officer or a Trustee, and after a private discussion with that person, if there is no resolution, the matter shall be referred to the Board of Trustees for action within 30 days. If an interested person who is an Employee discloses a possible conflict of interest to the Senior Minister, or if the Senior Minister becomes aware that a possible conflict of interest exists concerning an Employee, after a private discussion with that person, if there is no resolution, the matter shall be handled under the Personnel Policy Manual process.
 - a. In the event of a referral to the Board, the Board shall determine if a material conflict of interest exists. Prior to the determination, the Board President shall present information to the Board concerning the possible conflict of interest. The interested person shall be given the opportunity to make a statement, either in person or in writing. The deliberations of the Board may be held in executive session. The interested person shall not be present during such deliberations.
 - b. If the Board determines that a material conflict of interest exists, it shall then

determine whether the proposed transaction is just, fair, and reasonable in the light of the disclosures. In making its decision, the Board shall determine whether the Church can obtain with reasonable efforts an equally advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

- c. If the Board of Trustees concludes that a serious violation has been committed by a member of the Board, the Board of Trustees shall consider the issue and shall take appropriate disciplinary measures, up to and including removal from the Board.
- d. The Senior Minister shall develop for the Board's approval, and implement procedures for disclosure and determination of possible conflicts of interest involving Employees of the Congregation. The procedures shall include the determination of whether a material conflict of interest exists and the determination of whether a transaction or arrangement may proceed despite the existence of a material conflict of interest.
- e. Any determination concerning a conflict of interest shall promptly be communicated to the interested person. If the Board or Senior Minister determines that a material conflict of interest exists concerning a proposed transaction or arrangement, the interested person shall refrain from involvement in the decision-making process or attempting to exert any influence on the Board of Trustees or Senior Minister on the matter.

PROTECTION FROM CONSULTING CONTRACTORS

7. The Board President, or Senior Minister for services involving Staff, shall assure that all contracts for consulting services are protected from conflicts of interest on the part of the consultant.

VIOLATIONS OF THE CONFLICT OF INTEREST POLICY

8. If the President of the Board of Trustees has reasonable cause to believe that an individual Trustee or officer has failed to disclose actual or possible conflicts of interest, or has otherwise violated this policy, they shall inform the individual of the basis for such belief and afford the individual an opportunity to explain the alleged violation to the Executive Committee of the Board. The Senior Minister shall develop Staff policy for Employee failure to disclose actual or potential conflicts of interest.
9. If, after hearing the individual's response and after making further investigation as warranted by the circumstances, the President of the Board of Trustees or Senior Minister determines the individual has violated this policy, they shall initiate appropriate disciplinary and corrective action.

II. GOVERNANCE

H. Nominating Committee

BOT approved 6/17/14

The Nominating Committee shall be a permanent committee elected by and accountable to the Congregation. The Committee shall consist of no fewer than six or more than nine members, one third of whom shall be elected at each annual meeting and who shall serve staggered three year terms. The President-elect of the Board of Trustees shall be an ex officio member of the Nominating Committee, and at least one outgoing member of the Board of Trustees shall be a voting member for one year. The Nominating Committee shall elect its own Chair to serve for one year, who shall be eligible for reelection. In accordance with the provisions of its Charter, the Nominating Committee shall nominate candidates for the Board of Trustees and the Nominating Committee, to be elected at each Annual Congregational Meeting. The Committee shall nominate candidates, who have served the Congregation, provide needed experience and expertise, and offer gender, generational and multi-cultural diversity.

II. GOVERNANCE

Nominating Committee Charter

BOT approved 6/17/14

1. The Nominating Committee (the Committee) shall be a permanent committee of the Church. The Committee shall conduct searches for candidates, maintain a roster of candidates, and nominate qualified persons from among the active membership of the Church as candidates for election to the Board of Trustees. The Committee shall also search for appropriate candidates to fill vacant unexpired terms on the Board of Trustees, and on other church committees as requested.
2. Members of the Committee shall be members in good standing of the Church and qualified to vote as provided in Section X of the Cedar Lane Unitarian Universalist Church Bylaws (as amended June 1, 2014.).
3. The term of office for members of the Committee shall be 3 years commencing on July 1 of the year of the election and ending on June 30 of the third succeeding year.
4. The Committee shall be composed of not fewer than 6 or more than 9 active members. One of these members shall be an immediate past member of the Board of Trustees of the Church.
5. Members of the Committee shall be elected by a majority of votes cast at the annual congregational meeting. Nominees for election to the Committee shall be proposed by the sitting Nominating Committee to fill staggered or special vacancies as they arise. No person shall serve two consecutive terms on the Committee.
6. The Trustees may nominate one or more candidates-at-large for election to the Committee provided that the provisions of Paragraph 4 are not thereby exceeded, and the nominees are not Trustees at the time of nomination. On or before March 1 of each year the Trustees shall publish in the Newsletter a list of candidates who have been nominated for election to the Nominating Committee.
7. Additional nominees for election to the Committee may be placed on the ballot by petition in accordance with the provisions of Section XI of the Cedar Lane Unitarian Universalist Church Bylaws in which event the nominees receiving the most votes will be elected.
8. At the last Committee meeting before the Annual Congregational Meeting, the Committee shall elect from among its members a Vice Chairperson who will serve as Vice Chairperson in the following year and become Chairperson in the year succeeding that one. The Committee shall select such other officers as are needed for the efficient conduct of its business. Custody of the Committee documents and records shall pass to the newly organized committee at the

end of the fiscal year. The Committee will conduct its business independently according to procedures it may adopt.

9. The Committee shall ascertain in advance of its formal nomination of any person that the person is willing to serve, if elected. No later than March 1st of each year the Committee shall publish in the Newsletter the names of nominees for the positions of Trustees (including those of Assistant Secretary and Assistant Treasurer) who have agreed to stand for election at the next Congregational Meeting. At least one nomination is to be made by the Committee for each position to be filled.

III. DELEGATION OF MANAGEMENT AUTHORITY

A. Global Delegation to Head of Staff

BOT approved 6/17/14

1. The Senior Minister shall serve as Head of Staff and is empowered to make all programmatic and administrative decisions not explicitly reserved to the Board of Trustees, assigned by the Board to some other person or church entity, or prohibited by these policies.
2. The Senior Minister may delegate to staff (including volunteer leaders) any portion of globally delegated authority except as specifically prohibited or limited by these policies.

III. DELEGATION OF MANAGEMENT AUTHORITY

B. Delegation to Others

BOT approved 6/17/14

The Board of Trustees delegates to the Endowment Committee responsibility for all matters pertaining to the management and administration of the Cedar Lane Unitarian Universalist Church Endowment Fund and for the investment of Cedar Lane's investment funds. This responsibility includes: (a) stewardship and investment of assets; (b) maintenance of appropriate records; (c) provision of financial information and advice to the Board of Trustees; and (d) transfer of endowment funds according to procedures and limitations outlined in the Endowment Committee Charter approved by the Board of Trustees on March 18, 2014. (See page 11). Responsibility for transfer of money out of the investment funds is delegated to the Executive Director who will provide specific information in each case to the Board Treasurer.

IV. GUIDANCE AND LIMITATIONS

A. Senior Staff Structure

BOT approved 6/17/14

The Senior Minister shall maintain a unified and productive staff team that directs its efforts toward fulfilling the Congregation's Mission and Vision of Ministry. The Senior Minister shall be responsible for staff compliance with all Board policies, and shall ensure that the staff's working conditions are fair, humane, respectful, and professional.

The following positions are designated as "senior": the Associate Minister, the Religious Education professional, the Executive Director, and the Music Director. The Senior Minister and these Senior Staff shall constitute the Senior Staff Team. Together they shall share the responsibilities of operational leadership of the Church.

Compensation for Senior Staff Team

BOT approved 4/21/15

Cedar Lane UU Church is committed to offering fair compensation to the members of the Senior Staff team based on the UUA's fair-compensation guidelines.

Compensation for Called Ministers

1. Ministerial compensation consists of salary, housing allowance, and benefits as outlined in the Letter(s) of Agreement.
2. The Board will annually review each ordained minister's salary and consider adjustments relative to current financial conditions. Annual adjustments for ordained ministers are in two separate categories:
 - a. A cost of living adjustment will be considered annually, based on the Consumer Price Index (CPI) estimate for the current calendar year.
 - b. A merit increase above the adjustment for cost of living may be considered at the discretion of the Board.
3. The board will maintain records of ministerial compensation adjustments.

Compensation for Non-Called Senior Staff Team Members

1. Non-called Senior Staff Team compensation consists of salary and benefits.

2. The Board will annually review each non-called Senior Staff Team's salary and consider adjustments relative to current financial conditions. Annual adjustments for non-called Senior Team are in two separate categories:
 - a. A cost of living adjustment will be considered annually, based on the Consumer Price Index (CPI) estimate for the current calendar year.
 - b. A merit increase above the adjustment for cost of living may be considered at the discretion of the Board.
3. The Board will maintain records of non-called Senior Staff Team compensation adjustments.

IV. GUIDANCE AND LIMITATIONS

B. Care for Paid Staff

BOT approved 6/17/14

1. The Board of Trustees shall approve any changes in the designation of staff positions that constitute the Senior Staff Team.
2. The Senior Minister shall obtain the advice and consent of the Board of Trustees on the job descriptions for senior staff positions and on individuals hired for those positions. Their official employment agreements must be approved by the Board.
3. The Senior Minister has authority to develop job descriptions and to recruit and hire for any vacant, paid, non-senior staff position that has budget approval. New positions or positions that cannot be filled under the current budget require Board approval. These are at-will positions.
4. In recruiting and hiring staff members, preference shall be given to qualified candidates who are not members of the congregation.
5. The Senior Minister has supervisory authority over all staff members.
6. The Senior Minister shall be responsible for creating and publishing employment policies that are fair, transparent, and thorough. He/she shall be responsible for the maintenance of an up-to-date personnel policy manual covering matters not specifically addressed in these policies but required to ensure that the Church complies with legal requirements, best human resources practices, and denominational employment norms. Personnel policies shall be congruent with Care for People policies.
7. The Senior Minister shall ensure that a performance review of each staff member is conducted annually.
8. The Senior Minister shall confer with the Board of Trustees prior to the termination of any member of the Senior Staff Team.

IV. GUIDANCE AND LIMITATIONS

C. Care for People

BOT approved 6/17/14

The Senior Staff Team, under the leadership of the Senior Minister, shall be responsible for taking care to prevent harm to the members, guests, and staff who take part in congregational activities or use the Church property, and shall have the power to take all necessary steps to deal with situations where such persons are at risk.

1. **Health and Safety:** The Senior Minister shall ensure that all facilities are maintained in a safe, sanitary, and secure condition, that required licenses and inspections are kept up to date, and that problems are corrected promptly. A paid or unpaid staff member shall be designated as the health and safety officer responsible for addressing health and safety issues.
2. **Emergency Planning:** The Senior Minister shall maintain a written plan for responding to emergencies such as medical emergencies, fire, toxic conditions, weather problems, threatening communications, power outages, natural disasters, and other circumstances that create or threaten dangerous conditions. A paid or unpaid staff member shall be designated as the emergency planning officer responsible for preparing emergency response procedures and conducting drills and training as required.
3. **Sexual Harassment:** Employees, volunteers, guests, and agents of the Church are prohibited from acts of sexual harassment against (a) any person on the Church premises, (b) any member or participant in church activities, or (c) any employee or applicant for employment. In response to violations of this policy, the Senior Minister (or the Board if the Senior Minister is a party to the allegations or feels the need to recuse him/herself) shall take disciplinary action, which may include termination of employment or membership or exclusion from church property and programs.
4. **Child Protection:** Because of our special responsibility for children and youth in the church's care, the Senior Minister or his/her designee shall establish clear written procedures for the selection, training, and supervision of all ministry team members who work with persons age 18 and younger. All such persons must be familiar with and adhere to the provisions of the church's current Code of Ethics and current Safety Guidelines for Children and Youth. The Senior Minister shall ensure that these documents are revised no later than January 2015 and reviewed annually thereafter.
5. **Non-Discrimination:** No one acting for the Church shall discriminate because of race, color, age, sex, marital status, sexual orientation, gender identity or expression, disability, national

origin or ancestry, economic status, union membership, or political affiliation. Religious opinion and/or affiliation shall be considered only to the extent that it may (a) be a bona fide occupational requirement or (b) prevent an individual from being fully supportive of the church's mission and values.

6. **Universal Access:** The Church intends to make its premises and activities accessible to persons with disabilities. To this end, our goal is to meet or exceed all legal requirements and to engage in continual examination of our properties, practices, and attitudes.
7. **Whistleblower Protection:** The Church prohibits adverse actions being taken against employees, volunteers, or any member in retaliation for any lawful disclosure of information relating to: (a) a violation of any law or local, state, or federal rule or regulation, (b) mismanagement, (c) gross waste or misappropriation of church funds or assets, (d) a substantial and specific danger to public health and safety, or (e) other alleged wrongful conduct. Any person found to have so violated this policy shall be disciplined, up to and including termination from employment or expulsion from church membership. Allegations of violations of this policy shall be referred to the President of the Board of Trustees, the Senior Minister, or any member of the Board.
8. **Right Relations:** The well-being, strength, and reputation of our Church depend on a sense of fellowship among the members, guests, and staff, which thrives in an atmosphere of trust, respect, and cooperation. The Board of Trustees will ensure that the Congregation develops a Covenant of Right Relations by July 2015.
9. **Disruptive Behavior:** While openness to a wide variety of individuals is one of the prime values held by our Congregation and expressed in our Association'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/her beliefs or opinions is threatened, the source of this threat shall be addressed firmly and promptly, even if this ultimately requires the expulsion of the offending person or persons. These behaviors may include perceived threats to the safety of any adult or child, the disruption of church activities, and/or actions that diminish the appeal of the congregation to its potential and existing members. The Senior Minister shall appoint a Right Relations Team to prepare procedures for handling such inappropriate behavior. These procedures shall be communicated to all members and staff.
10. **Firearms Prohibition:** The Church prohibits anyone other than on-duty law enforcement officials, or off-duty law enforcement officials hired by the Church, to carry a firearm on the grounds of Cedar Lane UU church.
11. **Smoke-Free Environment:** For fire safety and public health, there shall be no smoking inside Cedar Lane buildings, and there shall be no smoking outside within 10 feet of any door or window.

12. **Alcohol Restrictions:** No alcoholic beverages may be served during Church functions at which minors (youth younger than 21 years of age) are present. Consumption or sale of alcoholic beverages on church property must be in line with the church's procedures regarding use of alcoholic beverages on church premises.
13. **Drug Restrictions:** Illegal drugs shall not be used or carried on the church premises.
14. **Privacy:** Except as approved by the Board, the Church membership list shall not be made available to, and shall not be employed by, any organization or individual for the purpose of soliciting funds either directly or indirectly. All information in church records pertaining to pledges, pledge payments, or other donations shall be deemed confidential. Such information shall be available to a church staff member or other person only to the extent necessary to the performance of that individual's official duties or undertaking on behalf of the Church; this information shall not be further disclosed, in whole or in part, to any other person unless that person would have been entitled to receive that information directly.

IV. GUIDANCE AND LIMITATIONS

D. Care for Resources

BOT approved 6/17/14

In accordance with its fiduciary duty as entrusted by the membership of Cedar Lane Unitarian Universalist Church, the Board of Trustees delegates certain duties to the Senior Minister in order to operate the Church more effectively and efficiently.

The Senior Minister shall be responsible for taking care to prevent harm to the Congregation's reputation or assets. As head of staff, the Senior Minister may delegate to the Executive Director much of the responsibility for financial management and controls, fiscal asset protection, document protection and retention, and insurance; the Executive Director shall keep the Senior Minister informed in a timely manner of issues arising in these areas:

- A. **FINANCIAL MANAGEMENT:** The Senior Minister, or his/her designee, together with other senior staff in their specialized areas, shall be responsible for making day-to-day fiscal decisions within the parameters of the annual church budget. The appropriate designee:
1. Shall keep the Board fully informed through the Treasurer on a regular basis of the church's ongoing financial status, including any projected material deviation from the current approved budget.
 2. Shall not exceed the total budgeted spending for the year without obtaining Board approval.
 3. Any broad budget category established by the Board may be increased by up to 15 percent by transfer(s) from other broad budget categories, provided that the total amount of the budget is not exceeded, the transferred amount is clearly noted in the financial reports, and the Board is notified in a timely manner.
 4. Shall not cause or allow expenditures to deviate materially from budgeted amounts aligned with Board priorities as delineated in the annual vision of ministry document.
 5. Shall not change the compensation of any senior staff position, or the church's policies on compensation and benefits, without Board approval.
 6. Shall invest church operating funds only in federally insured banks, except that operating funds may be temporarily transferred to the Endowment Fund for investment in accordance with the Endowment Committee's policies.

7. Shall invest non-pledge non-restricted monetary gifts in accordance with Board guidance.
 8. Shall buy or sell real estate only with Board direction.
 9. Shall not use donor-restricted funds in violation of donor restrictions or trust provisions.
 10. Shall not jeopardize the Congregation's tax-exempt status under local, state, or federal law.
 11. Shall not incur long-term debt or raise the capacity to incur debt on behalf of the church except by Board direction.
 12. May take out temporary debt (90 days or less) using already-approved sources such as credit lines and credit cards in accordance with procedures to be written by the Senior Staff Team by July 2015.
 13. Shall annually provide to the Treasurer a listing of all such active short-term debt, noting maximum credit allowances for each. Only the Board may approve increases to the total borrowing capacity of any type of credit used by staff.
 14. Shall keep the Board informed of any activity involving grants.
- B. **ASSET PROTECTION:** The Senior Minister or his/her designee shall develop, in consultation with other appropriate staff, administrative practices and procedures designed to prevent harm to the Congregation's reputation and assets. The Senior Minister shall report promptly to the Board any significant shortcomings in the implementation of these administrative practices and procedures.
1. **Financial controls:** Written procedures shall govern the handling of receipts, access to cash and bank balances, approval of expenditures, payment of invoices and other obligations, and management of funds. To the extent practicable, the functions of record-keeping, bank reconciliation, and cash disbursements shall be under the control of unrelated persons. Only the Board President, Board President-Elect, Board Treasurer, Senior Minister, Associate Minister, and the Executive Director are authorized to approve cash disbursements. At least one authorized individual shall approve all cash disbursements. Two unrelated authorized individuals shall approve all disbursements of \$5,000 or more that are not part of an existing contract or related to normal payroll expenses. Church accounting records shall be reconciled with financial institution statements as often as those statements are issued, and copies of such reconciliations shall be provided to the financial policy committee of the Board as requested.

2. **Accounting:** The church's financial record-keeping shall follow accounting practices that are reasonable and appropriate to congregations of comparable size.
3. **Document retention:** Written procedures shall govern the retention and destruction of the church's documents, giving definite retention periods (consistent with legal requirements) for classes of financial, business, pastoral, personnel, and corporate records in both paper and electronic forms. These written procedures shall be in place by January 2015.
4. **Internal Audit:** The Board will establish a task force, in non-formal audit years, to conduct the internal audit as stated in Oversight Policies.
5. **Archives:** Written procedures shall govern the permanent retention and preservation of historical records (including paper and electronic documents, books and other publications, photographs, audiovisual materials, and artifacts). These written procedures shall be in place by January 2015.
6. **Insurance:** The Senior Minister shall ensure that adequate insurance is maintained to protect against property losses at replacement value and liability for injuries to others, less reasonable deductible and/or co-insurance limits. Insurance coverage shall include both corporate liability and personal liability of Board members and staff, taking into account pertinent statutory provisions and exemptions applicable to Maryland non-profit organizations. The Board will annually review and approve the insurance coverage.
7. **Tangible property, buildings and grounds:** The Senior Minister shall ensure that these assets are maintained in good working order. Preserving the Church's architectural integrity, the site's wooded character, and aesthetic values shall be ongoing priorities. The occasional posting of public signs or banners on a case-by-case basis may be permitted.

On Sunday mornings after services, the lounge is used to promote church fellowship by providing a space to meet other church members and guests and to learn about church activities and programs. Space in the lounge and display space in the breezeway may be made available to church-related groups.

8. **Cremated Remains:** A Cedar Lane minister may receive cremated remains from anyone wishing to have ashes scattered on church grounds. The ashes shall be scattered, by or in the presence of a Cedar Lane minister, widely and away from areas where the congregation may build in the future. The minister shall secure a written release from the responsible survivors.

9. **Intangible property:** The Senior Minister shall ensure that the Church's intellectual property, computerized information, files, and other intangible property are protected from significant damage or loss. Written procedures to govern the back-up of electronic files shall be in place by January 2015.

10. **Green sanctuary:** The Senior Minister shall ensure that the Church's Green Sanctuary status is maintained.

IV. GUIDANCE AND LIMITATIONS

E. Budget Delegation

BOT approved 6/17/14

The Board of Trustees delegates responsibility for preparing and managing the Annual Operating Budget and the Annual Capital Budget to the Senior Minister. The Board retains responsibility for approving the proposed budgets in consultation with the Board Treasurer, the Financial Policy Committee and the congregation.

The Board Policies for the Operating Budget and the Capital Budget follow.

ANNUAL OPERATING BUDGET:

Background

During the last decade Cedar Lane's financial conditions have repeatedly allowed operating expenses to exceed operating income. The resulting deficits have been covered by transferring funds to the Operating Budgets from balance sheet accounts and from endowment distributions. The church has been fortunate to have such non-operating funds available but long-term responsible management of Cedar Lane's finances requires the discipline of balanced budgets. The church should live within its means.

Until now Operating Budgets have been recommended and managed by the Finance Committee and approved by the Board of Trustees. This is changed under Governance by Policy.

New Budgeting Process

Now, the Board will focus on the mission and major priorities of the church, and the Finance Committee becomes the Finance Team supporting the Executive Director. The Senior Minister and the Executive Director will develop the Operating Budget to meet the priorities of the Board. After the Board approves the Operating Budget, the Senior Minister and Senior Staff will manage income and expenses to the budget with support from the Stewardship and Finance Teams.

During a four-year period of financial recovery starting in FY 2013-2014, the Board will set income targets and expense limits with advice from the Financial Policy Committee. Such income targets may incorporate subsidies to the Operating Budget from the endowment payout, church investment accounts, and non-endowment gifts to the church. These Board

financial priorities provide direction for developing the annual Operating Budget to gradually eliminate operating deficits.

Operating Income and Expenses

The objective of this policy, along with the four-year financial recovery plan, is to eventually achieve budgets that balance operating income and expenses.

Operating Income includes pledges, gifts less than \$10,000, facility usage, interest, plate donations, net auction income, net rummage sale income, interest, and income from other church activities and programs. Operating income does not include transfers from balance sheet accounts, endowment distributions and major gifts even though under the four-year financial recovery plan, they subsidize the Operating Budget.

Operating expenses include those for personnel, administration, facilities, utilities, grounds, program, teams and committees, the Board of Trustees, the denomination, music, religious education, social justice, reserves, contingencies and others recommended by the Senior Minister. Operating expenses do not include those for programs especially established by the Board of Trustees, such as the Blumenthal projects.

Senior Minister's Role

The Senior Minister, together with the Executive Director, will prepare and manage the annual Operating Budget following these principals and expectations:

- They will be motivated by the church's religious mission and vision of the church.
- They will derive spending plans within the priorities set by the Board of Trustees.
- They will act in a spirit of responsible stewardship of the church's resources.
- They will alert the Board Treasurer of any significant projected or actual deviations from the approved Operating Budget.

Schedule

The annual schedule for developing the operating budget is as follows:

January/February – The Financial Policy Committee recommends and the Board approves operating income and expense priorities. These financial priorities together with religious and program priorities of the Board are provided to the Senior Minister who initiates the stewardship drive and drafting of the operating budget.

February – The Executive Director with assistance from the Finance Team (previously the Finance Committee) develops an initial Operating Budget. The Senior Minister advises the Board Treasurer of any major problems in meeting the Board's priorities.

March – The Senior Minister presents a Preliminary Operating Budget to the Board. The Financial Policy Committee reviews this Preliminary Operating Budget and provides their assessment to the Board and the Senior Minister.

April/May – The Senior Minister and Executive Director develop a Revised Operating Budget, which details income expectations and expense allocations, and present it to the Board. The Board presents this budget to the congregation at the annual congregational meeting.

June - The Board approves the final Operating Budget, with any necessary changes from the Revised Operating Budget.

Implementation

During the budget year, July through June, the Senior Minister oversees the Operating Budget and assures that budget allocations are not exceeded except within the latitude of the Board priorities. At the same time the Senior Staff manage their allocations within the limits set by the approved Operating Budget. The Executive Director reports the status of budget plan vs. actual results monthly to the Board Treasurer. The Board Treasurer and the Financial Policy Committee oversee the management of the Operating Budget on behalf of the Board.

CAPITAL BUDGET POLICY:

Background

On February 20, 2001, the Board of Trustees, at the recommendation of the Finance Committee, established a Capital Budget to facilitate planning and budgeting for major building and grounds expenditures by separating them from the church's annual Operating Budget.

In previous years, the church had used maintenance reserve accounts in the Operating Budget to pay for such expenses. However, operating income shortfalls resulted in limited funding and delayed repair and replacement of major physical systems.

This revised policy reflects the current reality of Governance by Policy, the Four Year Financial Recovery Plan and the Blumenthal Futures Project, which is preparing a Long Term Facilities Plan for the church.

Annual Capital Budget

In March the Senior Minister and Executive Director propose an annual Capital Budget for approval by the Board of Trustees. The Budget will reflect input from the Facilities Team and Senior Staff. The budget will include specific projects and cost estimates for the next Fiscal Year and in lesser detail for the following two years. The Capital Budget should be compatible with the plans of the Blumenthal Futures Project, as far as they are developed.

Funding

Distribution from the Endowment Fund is the primary source of income for the Capital Budget. The principal purpose established by the Board of Trustees for Endowment distribution is to maintain and improve our site and facilities. During the Four Year Plan, FY 14, FY 15, FY16, and FY 17, part of the Endowment distribution may be diverted to subsidizing the Operating Budget.

The total Capital Budget will reflect funds available from the Endowment payout and any other funds assigned by the Board of Trustees, such as bequests. The Capital Budget should be in furtherance of priorities that the Board, in consultation with the Senior Minister has established.

Spending

In general, the Capital Budget's planned expenditures should not exceed the Endowment distribution plus carryovers from previous years and any other funds designated by the Trustees to the Capital Budget. As bids are obtained for projects in the Capital Budget, the Executive Director may make adjustments during the church year within the total approved Capital Budget. Periodically the Board Treasurer will report the status of the Capital Budget to the Board of Trustees.

IV. GUIDANCE AND LIMITATIONS

F. “Share-the-Plate” Ministry

BOT approved 6/17/14

The Social Justice Council (SJC) has the responsibility of managing the process for Cedar Lane’s “share-the-plate” ministry (a 50/50 split of the proceeds) by authority of the Church’s Board of Trustees. In addition, the SJC is granted two 100 percent collections per year in response to a need for disaster relief. Additional 100 percent collections may be authorized by the Board.

FREQUENCY:

- Up to 2 times per month, usually the 2nd and 4th Sundays
- Ideally in collaboration with the worship leader for that service (service topic)

RECIPIENTS of the “share-the-plate” ministry must:

- Be a non-profit organization,
- Reflect the Principles of Unitarian Universalism and/or the UUA’s Statements of Conscience in their work, and
- Demonstrate fiscal responsibility and accountability.

GUIDELINES. The SJC shall:

- Prioritize organizations in greater need of resources and recognition, and
- Focus on organizations with whom we have an on-going partnership
- Choose recipients through the following screening process:
 - **G**rounding – Is the organization’s work grounded in UU values?
 - **A**ccountability – Does the organization have healthy accountability with those it serves?
 - **F**it – Is there a match between the congregation’s resources and the opportunity to make a significant difference?
 - **O**pportunity – Is there a special circumstance that warrants our support at this time?

SELECTION:

- Individual members and friends of Cedar Lane, Cedar Lane ministers and staff, members of SJ task forces, and members of the SJC may make recommendations of “share-the-plate” recipients. The SJC shall organize and lead the suggestion process. The SJC shall choose the recipient if no recommendation has been received for a given Sunday.
- No more than two suggestions per church year by any one individual will be honored.

IV. GUIDANCE AND LIMITATIONS

G. Powers Reserved to the Board

BOT approved 6/17/14

1. The Board reserves to itself the power to affiliate the Congregation with other organizations, and to take related actions such as setting contribution levels, appointing delegates, and voting in elections of affiliated bodies.
2. The Board reserves to itself the power to commit the Congregation to positions on public or nonpartisan political issues. This provision shall not limit the right of clergy or lay leaders to express personal opinions and to identify themselves by their positions in the congregation.
3. The Board reserves to itself the power to approve all donor-imposed restrictions on gifts.
4. The Board reserves to itself the power to accept or decline any grant on behalf of the Church.

IV. GUIDANCE AND LIMITATIONS

H. Executive Limitations

BOT approved 10/20/15

Staff and Volunteers

Staff shall neither add nor delete positions that constitute the Senior Staff Team. (See Section IV.B.1.)

Staff shall not change a job description for a senior staff position. (See Section IV.B.2.)

Staff shall not hire individuals for Senior Staff positions. (See Section IV.B.2.)

Staff shall neither execute employment agreements nor set salaries of Senior Staff. (See Section IV.B.2.)

Staff shall neither create new positions nor fill positions that cannot be filled under the current budget. (Section IV.B.3.)

Senior Staff employment shall not be terminated without Board approval. (See Section IV.B.8.)

Senior Minister shall not address allegations of sexual harassment where he or she is a party to the matter or feels the need to recuse him or herself. (See Section N.C.3.)

Senior Minister shall refer all whistleblower allegations to the Board. (See Section IV.C.7.)

Compensation and Benefits

Staff shall not change the compensation of any senior staff position, or the church's policies on compensation and benefits without Board approval. (See Section IV.D.A.5.)

Staff shall not approve Ministers' housing allowances. (See Section II.F.)

Financial Planning and Implementation

Senior Minister shall not exceed the total budgeted spending for the year without Board approval. (See Section IV.D.A.2.)

Staff shall notify the Board through Treasurer of all budget transfers. (See Section IV.D.A.3.)

CLUUC BOARD POLICY MANUAL

Staff shall not approve cash disbursements except in accordance with Board policy and by approved individuals. (See Section IV.D.B.1.)

Staff shall not cause or allow expenditures to deviate materially from budgeted amounts aligned with Board priorities as delineated in the annual vision of ministry document. (See Section IV.D.A.4.)

Staff shall not invest non-pledge non-restricted monetary gifts except in accordance with Board guidance. (See Section IV.D.A.7.)

Staff shall not use or permit the use of Church membership lists by any outside organization or individual for direct or indirect solicitation of funds. (See Section IV.C.14.)

Staff shall not buy or sell real estate except with Board direction. (See Section IV.D.A.8.)

Staff shall not incur long-term debt or raise the capacity to incur debt on behalf of the church except by Board direction. (See Section IV.D.A.11.)

Staff shall not increase the total borrowing capacity of any type of staff credit without Board approval. (See Section IV.D.A.13)

Staff shall not approve the operating budget. (See Section IV.E.)

Staff shall not approve contributions to the UUA, JPD, or CERG. (See Section II.F.)

IV. GUIDANCE AND LIMITATIONS

I. Membership

BOT approved 6/17/14

To reflect the value and meaning of congregational membership, to offer clarity to those seeking to join the congregation, to ensure that congregational leaders and new members have an opportunity to discuss mutual expectations and to maintain a consistently accurate membership list, we follow these procedures to offer an intentional path to becoming a member of Cedar Lane Unitarian Universalist Church and to sustain this connection over time.

MEMBERSHIP VALUES:

Cedar Lane is a welcoming congregation, ever-striving to foster a multicultural membership of diverse ages, religious heritages and traditions, races, colors, genders, affectional or sexual orientations, economic circumstances, and national origins. In a free religious community, members pursue their personal journeys, gaining strength from a caring, inclusive congregation and contributing to its collective integrity.

Although members need not adhere to any specific creed or theological doctrine, we share a commitment to the principles and purposes of Unitarian Universalism — celebrating, affirming, and promoting: 1) The inherent worth and dignity of every person, 2) Justice, equity, and compassion in human relations, 3) Acceptance of one another and encouragement to spiritual growth in our congregations, 4) A free and responsible search for truth and meaning, 5) The right of conscience and the use of the democratic process within our congregations and in society at large, 6) The goal of world community with peace, liberty, and justice for all, and 7) Respect for the independent web of all existence of which we are a part.

Members of the Congregation of Cedar Lane constitute an autonomous, self-governing body, which calls its ministers for inspirational and programmatic leadership, engages other staff to enact congregational ministries, programs, and administrative duties, and elects a Board of Trustees to adopt policies, priorities and goals. Members covenant with each other to participate in a shared ministry and live out the values we hold in common as set forth in Cedar Lane's Vision and Mission Statements.

MEMBERSHIP ELIGIBILITY:

Section III. 4 of the Cedar Lane Articles of Incorporation provides that persons who are at least sixteen years of age, who engage in the worship and work of the Church, and who have signed the membership roll of the Congregation shall be members of the Congregation. The Articles further provide that members who have made a financial contribution to support the church in

the preceding twelve months as the Bylaws shall prescribe shall be entitled to vote at Congregational Meetings. Section III 1 & 2 of the Cedar Lane Bylaws provide that persons who meet the requirements of the Articles of Incorporation, who have made a financial contribution of record to the Church in the preceding twelve months and who have signed the membership rolls are members and entitled to vote at Congregational Meetings.

RIGHTS OF MEMBERSHIP:

- Voting: Persons who have been a member of the Congregation for or at least six months and who have made a contribution of record in support of the Church during the preceding twelve months shall be entitled to vote at any Congregational Meeting. Persons unable to fulfill their financial commitment of membership may petition one of the ministers for a hardship exemption. An exemption lasts for up to twelve months but may be renewed through a subsequent conversation with a minister. A member must be at least eighteen years of age to vote to change the Articles of Incorporation.
- Leadership: Only members can serve as lay leaders of ministry teams.
- Rites-of-Passage: Child Dedications, Weddings and Memorials are offered to members at no charge.

PATHWAY TO MEMBERSHIP:

For individuals who have not previously been members of the Congregation, individuals prepare for joining by:

1. Attending a Membership Orientation, a program reviewing the guiding principles of Unitarian Universalism, Cedar Lane's Mission and Congregational Vision, and the rights, responsibilities, and values of membership.
2. Meeting with one of the ministers to foster a member/minister relationship. This conversation is an opportunity for the newcomer to indicate what brings them to the congregation and what kind of opportunities or ministry they are seeking at Cedar Lane.

Once prospective members have participated in these ways, they are invited to sign the membership roll in one of the New Member Welcome Ceremonies held during a Sunday worship service (approximately three times a year.) Those who do not wish to sign during one of these ceremonies may make alternative arrangements with the Membership Coordinator.

We also encourage individuals to attend a Welcome Workshop, a program fostering interpersonal connections and reflecting on UU history, religious education, and community care. We further encourage attendance at one Newcomer Brunch, an informal gathering for Cedar Lane leaders and newcomers to become acquainted and to share questions and information about congregational life, before they sign the membership book.

The signature in the membership book, plus an annual pledge and subsequent contribution of record constitutes active membership. Long-time friends of the congregation who wish to join

are encouraged to follow this “pathway,” with a special emphasis on meeting with a minister; however, exceptions may be made in appropriate circumstances in consultation with a minister or the Membership Coordinator. The Membership Coordinator is the primary facilitator of the membership process, in collaboration with the ministers, fellow staff and lay leaders.

SUSTAINING “ACTIVE” MEMBERSHIP:

To enrich the meaning of membership for the individual and the community as a whole, members are encouraged to:

- Attend worship services regularly,
- Serve the congregation,
- Connect with others in the community,
- Give of financial resources in service to the church’s mission, and
- Meet with a minister as the need arises or periodically to “take stock” preferably at least once every three years.

To maintain active membership status and eligibility to vote at Congregational Meetings, a member is expected to make a pledge and a contribution of record to the Church each fiscal year. No specific amount is specified but members are encouraged to be as generous as their circumstances permit in supporting Cedar Lane’s Mission. Suggested levels of giving that will enable the church to fulfill its mission will be provided by the Stewardship Team. Members may petition a minister for a hardship exception, enabling them to be carried on the membership rolls and vote at Congregational Meetings without making a timely contribution of record.

Only voter-eligible members shall be included in the certification rolls to the Unitarian Universalist Association and the Joseph Priestly District.

REMOVAL FROM MEMBERSHIP:

At regular intervals (such as preparing to certify membership with the Unitarian Universalist Association and the end of the fiscal year,) the Membership Coordinator, Executive Director, at least one representative from the ministry team and the Church Treasurer will meet to review the membership list to identify those whose membership has lapsed or is vulnerable to lapsing. An outreach plan will be developed by which these leaders will engage those who have become less active. If the members do not respond to this outreach or indicate a wish to be removed from membership, they will be considered former members.

If members have joined previously and have allowed their membership to lapse, they may renew their membership by notifying the Church Office of their intention and by satisfying the financial obligation. While not required, they are encouraged to participate in the path to membership programs and to meet with a minister, especially if they have been away from the Congregation for a significant amount of time.

MEMBER EMERITUS:

As an expression of Cedar Lane’s pastoral ministry, the Board of Trustees may bestow the status of “member emeritus” to elder members of the Congregation who, due to financial, physical or cognitive limitations are unable to satisfy the obligations of membership but warrant on-going inclusion on the membership rolls. This status is reserved for members who have a long history of active commitment of their “time, talent and treasure” to Cedar Lane Unitarian Universalist Church.

Ministers, staff and church members may nominate a member for “member emeritus” status. The status will be bestowed on a case-by-case basis. Due to the personal circumstances warranting the granting of this status, these decisions will be made and communicated with discretion.

FRIENDS OF CEDAR LANE:

The Senior Staff and Membership Coordinator are encouraged to maintain a list and contact with Friends of Cedar Lane who provide support for the Church and/or are engaged in Cedar Lane programs and activities but who choose for personal reasons not to become members. Maintaining contact is also encouraged for members who have moved out of the area, and for youth who have graduated from the Religious Education program.

IV. GUIDANCE AND LIMITATIONS

J. Conferral of Minister Emeritus and Minister Emerita Status

BOT approved 6/17/14

DEFINITIONS:

Minister Emeritus (or Minister Emerita for women) is an honorary title conferred by the congregation of Cedar Lane Unitarian Universalist Church by vote at a congregational meeting. The title may be granted to honor long and meritorious service to the Congregation at the conclusion of a minister's service to Cedar Lane.

Length of service in order to be considered for emeritus status should generally be at least ten years of continuous service at Cedar Lane. Shorter periods of time or non-continuous service may be considered in unusual circumstances.

Meritorious service means exceptional, markedly effective service as reflected in growth, innovative programming, enhancement of the church's role in the denomination and/or in the larger community, or the like.

PROCESS:

- The decision to confer emeritus status to a minister (at the time of his/her departure or afterwards) usually begins with a recommendation by the CLUUC Board of Trustees or by a group of congregants to the Board of Trustees.
- A resolution should be developed that expresses the Congregation's appreciation and includes the reasons for conferring emeritus status.
- A vote is held at the next Annual Meeting of the Congregation, or a special meeting may be called in accordance with the Bylaws. Seventy-five percent of those present and voting must vote in favor of the resolution in order for it to pass.
- A ceremony to present the approved resolution to the newly-designated emeritus minister may be planned either as part of a Sunday morning worship service or at another time, with a reception for the emeritus minister and family, Congregation, and guests.
- Notification of the emeritus status is made to the UUA and to its monthly publication, the *UU World*.

RIGHTS AND PRIVILEGES OF EMERITUS MINISTERS AT CLUUC:

- Use of the term "Minister Emeritus" or "Minister Emerita" on personal stationary or in other appropriate reference to title.
- Invitation(s) at the discretion of the current Senior Minister to preach at Cedar Lane.
- Representation at the UUA General Assembly six months or more after the title is conferred (as described in the UUA Bylaws).
- Invitation to participate in ordinations and installations at Cedar Lane.

IV. GUIDANCE AND LIMITATIONS

K. Affiliate Community Ministers

BOT approved 5/19/15

INTRODUCTION

A covenant between a Unitarian Universalist congregation and a Unitarian Universalist Community Minister seeks to promote shared purposes in a wider ministry beyond the congregation. The Board of Trustees of the Cedar Lane Unitarian Universalist Church may, from time to time, enter into a covenant with an Affiliate Community Minister as one means of accomplishing the church's mission. An Affiliate Community Minister entering this covenant does so believing that his/her ministry will flourish best when undertaken in relationship to a congregational community of support and accountability.

PROVISIONS

- I. To become formally affiliated with Cedar Lane Unitarian Universalist Church, a prospective Community Minister must be endorsed by the Board of Trustees.
- II. The endorsement shall include a written covenant signed by the President of the Board, the Senior Minister, and the Community Minister. The provisions of the covenant may be changed by written mutual agreement.
- III. A candidate presented to the Board for endorsement as an Affiliate Community Minister must be:
 - a. In ministerial fellowship with the Unitarian Universalist Association (UUA).
 - b. An ordained Unitarian Universalist minister.
 - c. A member of Cedar Lane Unitarian Universalist Church.
 - d. Invited to apply for endorsement by the ministers of the church.
- IV. The Community Minister shall not be an employee of the church.

- V. The church shall not reimburse the Community Minister for professional expenses relating to community ministry work performed, without prior Board approval.
- VI. The Community Minister shall have access to the church property and facilities according to the terms of the covenant.
- VII. The Community Minister shall perform rites of passage such as weddings, child dedications, or memorial services for members of the church only with prior approval of the Ministers. The church will invite the Community Minister to participate in formal gatherings of the congregation.
- VIII. The rules of the Unitarian Universalist Association and the Joseph Priestley District regarding an Affiliate Community Minister participating as a ministerial delegate at the UUA General Assembly and JPD meetings shall apply.
- IX. The church shall identify the Community Minister on all annual reports to the UUA and other regional bodies. The church shall regularly include his or her name and relationship on its website, in the orders of service, in the newsletter, and in the church annual report. The Community Minister shall provide an annual report of her/his work for inclusion in the annual report.
- X. The Community Minister shall meet with the Ministers at least once a year to review their relationship as well as explore how they might better advance the mission of the church and support each other's ministries. They shall conduct their relationship with each other in accordance with the Unitarian Universalist Ministers' Code of Professional Conduct.
- XI. The Senior Minister or his/her designee shall be responsible for ongoing coordination of the relationship with the Community Minister.

XII.

V. OVERSIGHT

A. Monitoring

Oversight policies enable the Board of Trustees to ensure that our Church is fulfilling its mission. These policies set standards for the Congregation's life and work, establishing a plan for monitoring and evaluating that work so that the Board, staff, committees, and volunteer program leaders are both supported and held accountable. They provide the means by which the Congregation continually learns from and makes best use of its experience.

The Board of Trustees, staff, ministry teams, and Board Committees shall engage in an ongoing process of monitoring and evaluation, thereby encouraging open communication and regular feedback among all whose work contributes to achieving the Church's Mission. Systematic monitoring is designed to:

- Foster excellence in all our ministry work,
- Help the congregation focus on its Mission, Vision, and current board-adopted goals,
- Ensure that all church leaders adhere to Board policies.

To facilitate monitoring:

- The Head of Staff shall provide to the Board regular written reports from the Senior Staff. These reports shall focus on progress toward established priorities. They shall be made available to any member who wishes to examine them.
- Financial reports shall show overall financial performance compared to budget and highlight significant financial or operational issues. They shall be emailed to the Board one week prior to the monthly meetings. Board discussion shall focus on action(s) required and issues related to compliance with Board policy.
- The treasurer shall, at least once every three years, engage a qualified professional to conduct an audit of the Church's financial records and processes and present his/her report to the Board. In the years when no external audit is performed, the treasurer shall oversee an internal audit following a process approved by the Board.
- The Board shall call upon the staff, including heads of ministry teams as they deem appropriate, on a planned basis through the year to report more fully on the church's work in their respective areas, and to contribute expertise, information, and leadership. The purpose of these reports is to support the Board's learning and reflection on major

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areas of the Church's Mission, such as worship, religious education, social justice, membership development, and stewardship of congregational property and wealth.

- The Board may, from time to time, inquire into specific questions of policy compliance, organizational concerns, or other serious issues by appointing a task force or outside consultant to assess that aspect of a church program or organizational functioning.

V. OVERSIGHT

B. Evaluation

BOT approved 6/17/14

1. Evaluations at Cedar Lane are intended to enable those who give and receive them to better carry out their work for our church and to make well-informed career decisions. Evaluations should be forthright, respect human relationships and the values of our church community, and be based on careful preparation. Written summaries shall be kept in church files and handled in accordance with church retention and access policies.
2. The following evaluations shall be conducted annually:
 - a. Joint review by the Senior Minister and the Board of progress made toward achieving the goals and priorities contained in the prior year's vision of ministry.
 - b. Board self-evaluation of its oversight, strategy, discernment, delegation, and any other functions for which it has responsibility.
 - c. Senior Minister's evaluation of the Board's execution of its responsibilities.
 - d. Board evaluation of progress toward program goals in areas for which it has delegated authority and responsibility to the Senior Minister as Head of Staff.
 - e. Senior Minister's performance evaluations of other members of the Senior Staff Team.
 - f. Performance evaluations of other paid employees by the Senior Minister or by persons with supervisory responsibilities to whom the Senior Minister delegates this performance evaluation function.
3. Unless more frequent review is requested by the Senior Minister, the Board's comprehensive evaluations of the Senior Minister's performance shall be conducted at its discretion, with the first such evaluation after three years of employment, and, thereafter, at intervals of no more than five years. These evaluations will examine the Senior Minister's role in its broadest sense, including career prospects. As needed, it may encompass, but will not necessarily be limited to, leadership, teaching, counseling, and care-giving functions, career prospects, and the maintenance of personal, professional, and spiritual balance.
4. Volunteers, whether serving on ministry teams, or on committees or other units reporting directly to the Board, shall receive review and feedback as appropriate.
5. Reporting to the Congregation shall be as follows:

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- a. At each Annual Meeting, the outgoing Board President shall report on progress made toward achieving the goals established by the vision of ministry for the current church year and other highlights of the term about to end.
- b. On Annual Meeting Sunday, the Senior Minister and the Board President-Elect each shall present discernment reports to the Congregation focused on the forthcoming church year. These reports shall address the vision-of-ministry goals and priorities established for the year ahead, and the challenges and opportunities facing our Congregation in the context of Cedar Lane's mission and strategic plan. The Senior Minister's discernment report may either be given at the Annual Meeting or delivered in the form of a sermon at the Sunday service which precedes the Annual Meeting.
- c. These reports shall be in writing and shall become part of Cedar Lane's historical record.