

MANUAL ON BOARD, STAFF AND COMMITTEES

UNITARIAN UNIVERSALIST CONGREGATION OF GRAND TRAVERSE

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UUCGT: Board of Trustees Policy Updates (06/05/16)

Your Board of Trustees is currently reviewing, updating revising and adding to the Manual on Board, Staff and Committees. This review will be extensive as we transition to our Board of Trustees being a Board of Policy. In the interim, new policies will be added to the beginning of the Manual. We see policy as evolving so policies may be further revised. When the bulk of policies have been approved, there will be an overall updating of the table of contents as well as a general comprehensive reordering of the document as a whole. Please do not hesitate to provide any feedback to your Board at board@uucgt.org. Your thoughts are always appreciated.

ACKNOWLEDGMENTS

The first three editions of this Manual were compiled in 1993, 1998 and 2001 by Arline Howe

In 2007 the Manual was revised by Penny Ort

This revision is a product of the 2009-2010 Board of Trustees, based on the efforts of Board Workgroups appointed by Joe Cook, Board President

Completed and approved by the 2010-2011 Board of Trustees

May 2011

John Hoffmann, Board President

Judy Halsted, Board Secretary

Linda Martin, Congregational Administrator

2014 revisions were presented by Karl Love and amended by the 2013-14 Board of Trustees, Richard Miller, Board President

2016 revisions were amended by the 2015-16 Board of Trustees, Becky Somsel, Board President / Karl Love, Interim President

2017 revisions were amended by the 2016-17 Board of Trustees, Linda Fletcher, Board President

PREFACE

This Manual is an administrative guide to the structure and operation of the Board of Trustees, Committees, and Staff of the Unitarian Universalist Congregation of Grand Traverse. As a member of the Unitarian Universalist Association of Congregations, the Congregation is autonomous. The final authority for decisions and programs lies with the Congregation as a whole. This authority is specified in the Bylaws and is subject to legal requirements of the State of Michigan.

The Minister is called by the Congregation and reports to the Board of Trustees. The Board of Trustees of the Congregation consists of four officers and three trustees elected at an annual meeting of the Congregation. The Board appoints committees, prepares an annual budget for Congregational approval, develops and interprets policies and generally manages the business affairs of the Congregation.

The key elements in the successful operation of the Congregation are the volunteers who help in carrying out the day-to-day operations. These generous people help the Congregation realize its aspirations.

BOARD POLICIES

Our Congregation is guided by certain principles that this book presents in the form of Policies.

Our reasons for having policies may be summarized as follows:

To Define our Congregations mission—what we strive to accomplish as an Organization.

To Set forth our Congregations' philosophy—the moral and ethical principles that guide our actions.

To Preserve—our unique Congregational identity.

To provide a guide for Boards of Trustees and Staff, paid and volunteers, so their decisions and actions will reflect the best interests of our Congregation.

Adopted June 3, 2014

Governance

Philosophy of Governance

UUCGT elects a Board of Trustees to function as its governing body and calls a minister to serve as ministerial, programmatic and administrative leader. Though policy governance, the Board provides strategic leadership rather than administrative detail. The Board is focused on the future while honoring our past and present.

The Board, the Minister and the Council of Ministry work together to realize the congregational vision and mission.

The Board, led by its President, is responsible for long term strategy and evolving policy.

The Minister is responsible for operational decisions, adopting administrative policies and procedures and allocating congregational resources except as specifically limited by policy.

The Board is account table to the Congregation for the accomplishments of its obligations as a body.

Adopted July 15, 2014

Board Covenant

We build our Board on a foundation of trust of intention and honesty with one another,
To communicate with kindness and support
To communicate openly, even when a topic is difficult,
To accept responsibility for our individual acts and to promote justice and peace,
To hold each other accountable for all of the above.

Adopted November 19, 2013

Governance Process

The UUCGT Board of Trustees commit to govern in a manner consistent with our Unitarian Universalist values. Through Policy governance we intend to ensure that the congregation moves efficiently, consistently and ethically toward the realization of our mission and strategies while maintaining appropriate costs and avoiding unacceptable actions and situations.

The Board holds the assets of the congregation in trust for our stakeholders who are our Members (or legal owners) our Friends and our Sunday Attendees

Adopted June 3, 2014

Governing Style

The Board will govern with focus on vision, strategy and long term effects.
Accordingly the Board will:

1. Encourage diversity in viewpoints
2. Provide strategic leadership
Respond to stakeholders (members, friends and attendees)
Consider the expertise of individual members when making decisions.
3. Enforce upon itself whatever discipline is needed to govern. Discipline will apply to such matters as attendance, preparation, policymaking principles, respect for roles and ensuring continuance of governance.
4. Speak with one voice after subjects have been discussed and voted upon as official motions, all members will support the approved action.

5. Support Continued Board Development including orientation of Board Members in the Board's governance process and periodic discussion of process improvements.

6. Govern with an emphasis on:

Outward Congregational vision rather than internal Board preoccupation.

Encourage diversity in viewpoints

Strategic leadership more than administrative detail

Clear Distinction among Board, and Minister Roles

Collective rather than individual decisions

Focusing on the future while honoring the past and present

Acting proactively rather than reactively and

Responsiveness to stakeholders

7. Accordingly, the Board will:

Listen deeply to the expertise of individual members when making decisions

Direct, control and inspire the organization through thoughtful establishment of broad written policies reflecting UUCGT values and perspectives about strategies to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term effects on the organization, not the administrative or programmatic means of attaining those effects. The Board will be accountable to the stakeholders for competent, conscientious and effective accomplishment of its obligations as a body.

Adopted June 3, 2014

Intention of Transparency in Governance

We the Board of Trustees declare our commitment to transparency in the conduct of our business, recognizing the occasional presumption of discretion. We will conduct our business in open meetings whenever possible. If business dictates timely decisions outside of standard meeting schedule, we will schedule a special meeting. If a special meeting is not possible, we will email vote by majority agreement. Such a decision will be detailed and affirmed in the minutes of our next regular meeting.

We will use email to keep the Board informed and provide documents for consideration prior to meetings to better prepare ourselves and to best use the time we meet face to face. We agree that anything we email another member of the Board may be shared with the entire Board at any time and exclusion is simply to reduce content for consideration.

We will periodically discuss our success and identify areas for improvement in the area of transparency.

Adopted January 19, 2016

Board Job Description and Contributions

The job of the Board is to represent the members of the congregation in determining and ensuring appropriate organizational performance.

Accordingly, the Board:

- Will identify and review organizational strategies based on policies and input from our stakeholders. These organizational goals will be measured against impacts, benefits and what is good for which needs at what cost.
- Will serve as the leadership connection between Minister and our stakeholders, holding accountable the Minister's work for alignment with strategies and compliance with limitations.
- Will adopt written governing policies in a policy manual that, at the broadest levels:
 - Specifies how the Board Conceives, Carries out and Monitors its own task (*Governance Process*).
 - Establishes the boundaries within which lie the acceptable arena of ministerial activity, decisions and organizational circumstances. (*Ministerial Limitations*).
 - Establishes rules and procedures for delegating power and monitoring its use. (*Ministerial-Board Relationship*).
- Ensures compliance with the financial planning and budget limitations.
- Administers congregational governance in a transparent manner.
- Provides education enrichment opportunities that enhance Board performance and
- Assures education and communication to enhance the Congregation's understanding of policy-based governance.

Adopted June 3, 2014

Board Members Code of Conduct

The Board commits itself and its Trustees to ethical, business like and lawful conduct, including proper use of authority and appropriate decorum when acting as Trustees. Accordingly,

Trustees must represent un-conflicted loyalty to the interests of the stakeholders.

This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the UUCGT services.

Trustees must avoid any conflict of interest, or the appearance of conflict of interest with respect to their fiduciary responsibility.

There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.

Trustees should recuse themselves from participating in any decision involving themselves, family members or close associates.

Staff may not serve as Trustees and Trustees may not serve as staff.

Trustees may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.

Trustees' interaction with the Minister or with staff must recognize the lack of authority in any individual Trustee or group of Trustees except as noted above.

Trustees' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Trustee or group of Trustees to speak for the Board.

Trustees will make no judgments of the Minister's or Staff's performance except as that performance is assessed against explicit Board policies by the official process.

Adopted June 3, 2014

Unity of Voice

Only decisions of the Board acting as a body are binding on the Minister.

As a result:

Decisions or instructions of individual Board Trustees, Officers, committees of UUCGT members are not binding on the Minister or President except in rare instances when the Board has specifically authorized such exercise of authority.

In the case of individual Trustees or committees requesting information or assistance without Board authorization, the Minister is expected to decline such requests that, in the Minister's opinion, are disruptive or require a significant amount of staff time or funds.

Adopted June 3, 2014

Board Committees Principles:

Board Committees, when used, will reinforce the wholeness of the Board's task and never alter or interfere with communication and delegation from the Board to the Executive and Staff. They will be used solely to assist the Board in carrying out its responsibilities. Accordingly,

Board committees are to help the Board do its task, never to help or advise the Staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.

Board committees may not speak or act for the Board except when formally given such authority by Board action or controlling documents of the congregation for specific and time-limited purposes.

A Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same topic.

The Board and its committees will meet periodically to discuss progress based on established timelines.

Adopted June 3, 2014

Permanent Board Committees

Policy Committee:

The Policy Committee consists of at least five members appointed by the Board, two of whom shall be Board members and three shall be Congregants. The Senior Spiritual leader is an ex officio non-voting member. Members serve for staggered two-year terms. The committee will set its own meeting schedule with a recommended frequency of once each month. Activities will be reported to the Board as appropriate.

The Policy Committee:

- Will serve as a clearinghouse of UUCGT policies, making recommendations to the Board of new policies, and refining, revising and replacing current policy.
- Will update of Policy Manual (previously referred to as the Manual on Board, Staff and Committees). The structure, arrangement and consistency of the Manual will be reviewed and recommendations for changes and updates will be referred to the Board for its consideration.

Board approved May 19, 2015

Staff Resources Committee:

The Staff Resources committee shall consist of four persons:

The Spiritual Leader, as ex officio member and three other members to be appointed by the Board with recommended staggered three-year terms. At least one member shall be from the Board. New appointees shall submit to a background check and sign a confidentiality agreement. Appointees shall be members of the Congregation for at least 6 months prior to acceptance to the position. A written submission for a waiver of the 6-month requirement could be considered. The committee will select its own chair. The committee will set its own meeting schedule (monthly) as needed. Events may require more or less frequent meetings. Activities will be reported as needed to the Board as part of the consent agenda. The Staff Resources Committee will:

- establish and refine philosophy of our Congregation's intention in the management of our staff;
- make recommendations to the Board for the management and expansion of personnel policy;
- research and make recommendations to the Board regarding compensation, insurance and other benefits;

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- manage employee relations on behalf of the Congregation including compensation reviews, employee centered conversations and the Employee Dispute Resolution program;
- meet with staff on a mutually agreed regular basis.

Adopted October 21, 2014

Revised July 18, 2016

Conflict Management Team:

The Board of Trustees will appoint three members to the Conflict Management Team (CMT). Each will serve a staggered three-year term upon review by Safe Congregations Task Force. The team will train and maintain a list of facilitators for their work. The team, based on estimated need, will determine the number of facilitators. The team will manage conflict on behalf of the Board of Trustees as outlined in this policy. The team will report to the Board of Trustees as needed or requested by the Board.

Those in need of services may speak confidentially with CMT members directly. The Board of Trustees may refer matters or Safe Congregation Task Force as may be appropriate.

POLICY

The UUCGT Conflict Management Team will assist the congregation in conflict management. The CMT's role is conflict management, not conflict resolution. Parties will assume personal responsibility for resolving conflicts, aided by CMT's support.

Guiding Principles

Conflict is viewed as a natural part of human interaction, and managing conflict is seen as an opportunity to express differences and reach deeper understanding. Confronting conflict and supporting parties as they work to resolve issues is a necessary process for congregational and individual growth and awareness.

Conflict management will be conducted in a spirit of mutual respect. The goal of conflict management is to promote deeper engagement of UUCGT members and friends. CMT will endeavor to promote engagement, encourage right relationships between parties, and support healing. CMT's primary purpose is to support the health and wellbeing of the entire congregation.

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To be successful, CMT will avoid the position of “middle man,” and avoid becoming entrapped in triangulation (see Definitions below). CMT will encourage parties to communicate directly with each other and assume personal responsibility for resolving issues.

The function of the CMT is to recommend a process:

- Define and clarify the issues
- Facilitate communication
- Design a process that provides opportunities for reaching resolution or redemption. Once the process is designed, follow the procedure or adapt the procedure to best meet the needs of an individual situation
- Make appropriate recommendations to move the process along
- Maintain open communication throughout the process and respond to those involved in a timely manner
- Seek feedback on the process after an issue is resolved
- Continue in a supportive role, as appropriate, as parties heal

Definitions

Confidentiality is a deliberate attempt to maintain open communication while helping people feel safe about bringing their concerns to the CTM in order to 1) honor people’s need for privacy, 2) facilitate the wellbeing of all involved, 3) resolve misunderstandings and conflicts without inflaming the issues, 4) avoid harmful misinformation and gossip, 5) prevent conflict escalation, 6) facilitate resolution and reconciliation in the healthiest manner possible.

Conflict is a serious and protracted disagreement between members of the congregation and/or staff which interferes with the members’ ability and/or opportunity to engage with the mission of UUCGT, or which interferes with the ability or opportunity of members not involved with the conflict to do so.

Non-Violent Communication is a method of communicating based on compassion, which allows parties to express their needs and understand others’ needs in a non-judgmental manner. Non-Violent Communication removes blame and criticism from exchanges, reduces defensive reactions, and encourages people to assume personal responsibility for their actions *and* their reactions to others.

In Non-Violent Communication, people 1) make a clear, neutral observation of someone’s behavior, 2) identify an emotion they feel because of this behavior using non-judgmental language, 3) connect with the other person citing a universal human need and 4) make a specific request to change the behavior.

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Secrecy is a deliberate attempt to conceal information in order to 1) advance motivations such as devious control or unwarranted power, 2) allow rumors to proliferate, 3) avoid dealing with information that should be addressed, 4) avoid having people take responsibility for their actions.

Triangulation moves responsibility from the people involved in the conflict onto others. It would result if those involved in the conflict take no responsibility and expect the CMT to solve everything. It would occur if the CMT becomes the mouthpiece or provides the solutions for others. It would result if the CMT, instead of those involved, were held responsible for the outcomes.

PROCEDURE

I. Process for Initial Contact

The CMT will do the following:

- A. Link the person's name with the issue (assumption of personal responsibility).
 - 1. Assure person of confidentiality but not secrecy.
- B. Gain as full an understanding as possible of the issue.
 - 1. Ask supportive questions.
 - 2. If appropriate, use Non-Violent Communication to deepen the conversation.
 - 3. Continue until issue has been fully expressed.
- C. Confirm that the person has been heard (restate what was said).
 - 1. If appropriate, use Non-Violent Communication so the person feels heard.
 - 2. If the person just needed to be heard and feels the issue is resolved without further action, just jot a few notes to keep a record of the contact.
 - 3. If further action is needed, proceed to next steps.

II. Process for Responding to Individuals

This process is for responding to an individual who is experiencing conflict with another person or with a group. The CMT will do the following and strive to resolve the matter in Steps A1-3:

- A. Ask the party for suggestions for possible resolutions (refuse to be triangulated or to be responsible for creating a resolution).

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1. Suggest that the party take the first step by approaching the person/group with whom the conflict occurred to propose resolution or redemption.
2. If the party feels too intimidated to do that, offer a member of CMT to accompany the party (not to speak for the party, just be present with).
3. If the party is unwilling, the CMT may try to devise a different process of appropriate approach in which the party helps reach resolution.
4. If the party is still unwilling, the CMT must ask the party to cease pursuing the matter for the sake of the congregation's ministry.

B. If a party is unwilling to cease pursuit, the CMT may request Board action to resolve the issue in order to promote the health and wellbeing of the entire congregation's ministry.

C. If a party complies with steps A1 or 2 but the other party is unwilling to reconcile, the CMT must determine what steps to take to protect the ministry of the congregation.

1. There are no formulas for this.
2. Creativity, insight, and determination focus the CMT's actions.
3. Remember that the Board has the authority to take necessary action on behalf of the congregation (the CMT has no designated authority).

D. If there has still been no resolution, the CMT must continue to explore process options until a result is achieved that supports the congregation's ministerial well-being.

III. Process for Responding to Issues

This process is for responding when a person brings the CMT a matter that turns out *not* to be a problem with a person or a group, but is a broader issue of general concern. The person may be speaking for him/herself or may be acting as a spokesperson for others. In either case, other people probably share the concern. The CMT will do the following:

- A. Follow the Process for Initial Contact with the spokesperson.
- B. Ask the spokesperson for suggestions for what might be done next.
- C. Develop a process to provide opportunities to resolve the issue.
 1. Identify key stakeholders and possibly an additional spokesperson.

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2. Ask the stakeholders and spokespeople to identify main components of the issue.

3. Inform Board and ask for Board participation if policy issues are involved.

D. Schedule and facilitate meeting(s) with stakeholders and spokespeople.

1. Send participants agendas and necessary information in advance.

2. Ask participants to develop and explore potential solutions.

3. CMT may make appropriate recommendations to move the process to resolution.

E. Remember that the Board must handle policy decisions.

Follow-Through Policy

The CMT guarantees that any issue or suggestion brought to it

- will be addressed,
- will be followed through in its processing,
- will result in finding a resolution, enacting an implementation, or reaching the limits of the CMT's responsibility.

Appeals Policy

If a person is still pursuing an unresolved issue, an appeal may be made:

- If the person believes the CMT has failed, address the Board of Trustees.
- If the Board has been unable to resolve the issue, the Board may, at its discretion, develop another plan to pursue or take other appropriate action.

Points to Remember

1. The purpose of conflict management is to facilitate resolution.

- It is designed to be a welcoming opportunity where people feel that their concerns are respectfully heard and issues thoughtfully addressed.
- The goal is to encourage congregants to work together (with CMT facilitation as needed) to reach resolution rather than to withdraw.

2. Conflict management can be very stressful.

- CMT members may have to weigh the value of friendships, inclusion, tolerance, or other values against the value of the wellbeing of the congregation's ministry.
- Members of the CMT will share with each other, support each other, and provide each other with encouragement.
- CMT members are not expected to carry burdens alone.
- CMT will respect confidentiality, but not engage in secrecy and not consent to secrecy when people bring issues to them. People need to understand that if they bring an issue to the CMT, members will rely on each other to support each other and develop a process.

3. The CMT's function is not to process its own conclusions.

- It is to develop processes that lead to resolution and redemption for those who seek help.
- The CMT must be careful not to let its own conclusions affect the design of the process.
- The CMT must maintain objectivity and fairness.
- The CMT *may* present information that leads to an obvious conclusion. In this case, it is the information that leads to the conclusion rather than the CMT.
- The CMT *may* make recommendations based on the CMT's unique knowledge obtained from all sources in order to move the process toward resolution.

4. Secrecy hurts. Confidentiality helps.

Developed by Lucky McKeen, John Hoffmann, Dan Orr, Heather Shumaker, Fleda Brown and Rev. Chip Roush; adapted from *Moving On from Church Folly Lane* by Rev. Robert T. Latham, pp. 259-265.

Adopted 03/01/2010

Revised 03/20/2017

Safe Congregation Response Team:

In order to ensure continuity, the Safe Congregation Response Team will be established and in place at all times, with the names and phone numbers of team members available to all members and friends of UUCGT. This Team will be composed of the Spiritual Leader, Director of Lifespan Experience, and three to seven members of UUCGT, all of whom shall be appointed by the Board. The Board as advised by SCRT shall determine the number serving after periodic review. It is preferable that two of the members of the team be familiar with issues likely to arise, to include but not be limited to sexual assault, sexual harassment, human resources and legal issues.

Board approved January 20, 2017

In cases of a conflict of interest, a team member must be excused from participation and replaced by a suitable alternate. Their function, individually and collectively, will be to offer confidential support, advice, and counsel with concern for the safety of all parties involved. The Safe Congregation Response Team will generally have the following responsibilities:

- a) Be familiar with the community resources for child abuse, treatment for sex offenders, and support groups for survivors.
- b) Know about state laws regarding reporting.
- c) Be familiar with a resource for people to share their concerns.
- d) Evaluate applications for Religious Education (RE) teachers and youth group leaders that are flagged by the Minister or Director of Religious Education as needing more information or follow up.
- e) Receive allegations of possible abuse and develop a process for expedient handling of such allegations. (See also the below section regarding Pastoral Needs of Congregation Regarding Reports of Abuse.)
- f) Meet with convicted sex offenders who may wish to participate in worship to develop a Limited Access Agreement for participation.
- g) Work in concert with the Sunday Services Committee, the Minister and Board to develop a policy for avoiding and/or responding to potential or actual disruption of church worship services and other church meetings and functions, and obtaining and conducting training sessions to enable the Board to effectively respond to such situations.

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- h) Determine whether to communicate information about incidents of suspected or alleged abuse to the congregation, and if so how much information to communicate and at what point during the investigation, after carefully weighing the interests and needs of the parties involved as well as the interests and needs of others in the congregation who are not directly involved.

All activities of the Response Team will be conducted in a confidential fashion to the extent consistent with a sufficient investigation to enable the Response Team to ensure that adequate measures are taken to protect the safety and dignity of all concerned, and may only be disclosed when necessary and appropriate as determined by the Response Team.

Board Approved May 20, 2014

New members of Leadership Development, Safe Congregation Response Team, Personnel Committee, Pastoral Care and the UUCGT Board of Trustees shall submit to a background check and sign a confidentiality agreement. They shall also have been a member of the congregation for at least 6 months prior to acceptance to the position. A written submission for a waiver of the 6-month requirement could be considered.

Board approved May 19, 2015

Potential nominees for elected leadership positions shall be reviewed by the Safe Congregation Response Team (SCRT) before being presented to our congregation. The SCRT, by its very nature, may have information about candidates that cannot be made public, but could affect eligibility.

Board approved May 19, 2015

Board Minister Relationship Policies

Global Relationships

The Board's connection to UUCGT operations is solely through the Minister. The Board will hold the Minister accountable for the operations of the organization, its achievements and its conduct.

The Board with the Minister carries forward our Mission.

Adopted June 3, 2014

Delegation to the Minister

The Minister is responsible for management of the Congregation's operations and is answerable to the Board of Trustees and to the Stakeholders.

The policies in this section address how authority is delegated to the Minister and how the Board and Minister should work together.

The Minister is authorized to establish all operational policies, make all decisions, take all actions and develop all activities that are true to the Board's policies. The Board may, by extending its policies, "un-delegate" areas of the Minister's authority but will respect the Minister's choices so long as the delegation continues.

The Minister may not perform, allow or cause to be performed an act that is contrary to explicit Board constraints on Minister authority.

Should the Minister become aware of violation of Board policy, he or she shall inform the Board President or Vice President. Informing is simply to guarantee no violation is intentionally kept from the Board, not to request approval. Board of Trustees response, either approving or disapproving, does not exempt the Minister from subsequent Board judgment of the action nor does it impede any decision.

Adopted June 3, 2014

UUCGT Personnel Policy

Introduction

Our Personnel Policies are intended to be an everyday reference in guiding our Board, our Minister, our staff, our committees and our Congregation. We strive to be a well regarded employer and seek to treat staff professionals based on our values and principles.

A Structural Overview:

The Board of Trustees delegates the management of our employees to our Minister. The Minister therefore will act as head of staff. This responsibility is intended to create an environment of collaboration in carrying the Mission of the Congregation forward. The Minister will evaluate, guide in professional development and build an interdependent staff by cultivating an environment of openness and trust. We encourage our staff to work in a collaborative mode.

Feedback:

We believe that all employees need and benefit from knowing exactly where they stand within the expectations of their position. Toward this end there are several opportunities that should be completed annually.

Compensation Review: Each year each employee shall receive a review of their total compensation compared with the previous year. It will be presented with information that places the compensation package in a context of the Congregation as a whole as well as the greater community.

Employee Retrospective: Once a year the employee has an opportunity to talk with the Minister (or the person to whom they report) for at least one hour. The employee may talk about whatever is of importance to them. It can be employee relationships, challenges to effective work, processes that trouble them or conversely work processes that work especially well for them. It is a time when the employee speaks and is listened to. Issues that surface require an appropriate response.

Evaluation: Each employee is entitled to an annual evaluation. Performance is certainly part of the review but it is expanded to include the way that each person fits into the greater interdependent whole. As always an evaluation is an opportunity to identify better ways to work. An evaluation is also a formal opportunity to provide recognition for work that is well done. Many employees in their excellence of performance can be taken for granted.

Compensation Reviews, Employee Retrospectives and Evaluations will be tracked by the Staff Resources committee to ensure that all employees receive these feedbacks annually and no one is overlooked. The Staff Resources committee is not in any way responsible for content and confidentiality will be maintained between the parties of the reviews. (see attached tracking matrix).

Open Door Policy: In addition to the three formal feedback processes, our congregation encourages an "Open Door Policy". Staff members should be able to speak openly about concerns or issues with the Minister and/or each other as needed. We encourage the Minister to foster openness.

Adopted August 26, 2014

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BOARD OF TRUSTEES

The Board of Trustees consists of the Officers (President, Vice President, Secretary and Treasurer), each serving one-year terms, and three Trustees at Large, each serving staggered two-year terms. All terms begin on July 1.

OFFICERS OF THE CONGREGATION

PRESIDENT

The President:

- presides at monthly Board Meetings;
- keeps the pulse of the Congregation appointing, when necessary, the person or committee to execute business at hand;
- presides at Congregational meetings including the Annual Meeting;
- meets with the Old/New Board Members in July;
- submits an annual report to the Congregation.

Board approved February 15, 2011

VICE PRESIDENT

In the President's absence, disability, or death, the Vice President performs the presidential duties until the President returns or the Board fills the vacancy.

The Vice President:

- becomes familiar with the Congregation's programs;
- oversees the annual Stewardship Campaign (but does not act as Stewardship chairperson);
- determines a quorum for Congregational meetings;
- administers absentee voting procedures;
- collects annual reports of committee chairs and files them with the annual meeting minutes.

Board approved September 21, 2010

SECRETARY

The Secretary:

- records minutes of all Board meetings, the Annual Meeting, and Congregational Meetings;
- promptly distributes minutes of the previous meeting to the Officers, Trustees and Congregational Administrator after each Board meeting;
- is responsible for official Board correspondence.

Board approved September 21, 2010

TREASURER

The Treasurer is the custodian of the Congregation's finances and is responsible for oversight of the Business Administrator. The Treasurer is a voting member of the Finance Committee, the Board of Directors and is an executive officer of the Board.

The Treasurer's duties are to:

- review the bank deposits of congregational funds as prepared by the Business Administrator;
- review the disbursement of congregational funds to verify that the appropriate authorization has been obtained, and that the proper amount and classification have been used;
- Treasurer signs the disbursement checks on a weekly basis or as required by the Business Administrator;
- review Stewardship Campaign pledges;
- Review funds collected for all special projects and fundraising events with the Business Administrator per Finance Committee Policy;
- review the monthly trial balance and financial statements with the Business Administrator;
- present the monthly financial statements to the Board;
- present financial requests with Finance Committee recommendations to the Board when approval is required by policy;
- work with the Business Administrator to prepare a preliminary budget for the annual Stewardship campaign;
- assist the Business Administrator in the final preliminary budget preparation following the Stewardship campaign and present the budget to the Board with Finance Committee recommendations for the Board's consideration and approval;;
- provide oversight to the Endowment Committee;
- ensure that the financial information is available to the congregation;
- present the current financial situation to the Congregation at the annual meeting.

Board approved 02/17/15

TRUSTEES AT LARGE

The Trustees:

- attend Board meetings and Congregational meetings;
- establish policies and procedures to guide the growth and development of the Unitarian Universalist Congregation of Grand Traverse;
- assist standing committees in developing policies and procedures that govern congregational life;
- maintain the *Manual on Board, Staff, and Committees*;
- develop and implement strategies for making the Unitarian Universalist Congregation visible to the community at large, and develop ways to work with other congregations in the local community;

- promote awareness of programs, resources and policies of the Unitarian Universalist Association of Congregations (UUAC) and the Heartland District;
- inform the Congregation of issues to be debated at the UUAC General Assembly, and helps our delegates understand their responsibilities;
- perform other duties as the President and Board designate.

Board approved February 15, 2011

Potential nominees for elected leadership positions shall be reviewed by the Safe Congregation Response Team (SCRT) before being presented to our congregation. The SCRT, by its very nature, may have information about candidates that cannot be made public, but could affect eligibility.

Board approved May 19, 2015

New members of Leadership Development, Safe Congregation Response Team, Personnel Committee, Pastoral Care and the UUCGT Board of Trustees shall submit to a background check and sign a confidentiality agreement. They shall also have been a member of the congregation for at least 6 months prior to acceptance to the position. A written submission for a waiver of the 6-month requirement could be considered.

Board approved May 19, 2015

CONGREGATION STAFF

SPIRITUAL LEADER

The role of the Spiritual Leader includes:

leading and nurturing the Congregation's spiritual and intellectual life;

ministering to Members and Friends of the Congregation;

serving as a consultant and professional resource for organizational matters and educational programming;

providing oversight and encouragement to the professional staff; assisting in setting and articulating the mission of the congregation;

leading and supporting social justice efforts as well as efforts to increase public awareness of the presence of UUCGT in the wider community; and

participating in district and denominational events.

The Spiritual Leader is called by the Congregation and reports to the Board of Trustees. S/he is an ex officio member, without vote, of the Board of Trustees. S/he is an ex officio member, without vote, of all committees and task forces except the Leadership Development Committee, Ministerial Search Committee and the Committee on Ministry.

The Congregation affirms a pulpit that is free and untrammelled. The Spiritual Leader is expected to express his/her values, views, and commitments without fear or favor. The Board delegates oversight of religious services to the Spiritual Leader, who may delegate such oversight to the Sunday Service committee for those services which are lay led. The minister is expected to be free of responsibilities for Sunday Services at least one Sunday per month.

The responsibilities of the Spiritual Leader shall include:

- conducting and overseeing regular religious services, including seasonal celebrations and rites of passage, such as weddings, child dedications, and memorial services.
- collaborating with and providing training to the Sunday Services Committee as specified in that committee's guidelines.
- maintaining regular and posted daytime or evening office hours, with other times available by appointment;
- consulting and collaborating with the Director of Music for appropriate enhancement of regular and special services;
- nurturing an intentional spiritual life for her/himself;

- nurturing the spiritual and intellectual life of the Congregation through:
 - teaching the history, traditions and culture of Unitarian Universalism from which this Congregation has sprung;
 - suggesting and teaching other classes relevant to the pursuit of spiritual and intellectual growth;
 - supporting and participating in Congregational activities as time and schedule allow;
 - providing ceremonial services and counsel to members of the Congregation without fee or honorarium. When such services are provided to non-members, such fee or honorarium may be set by and is the property of the Spiritual Leader;
 - ministering to members and friends who are unable to participate in Congregational activities. The Spiritual Leader shall be assisted by the Congregational Care Team as specified under that committee's guidelines;
 - working collaboratively with the Director of Lifespan Experience and the RE Committee to enhance and support the RE program;
 - conducting annual staff evaluations in collaboration with the Board of Trustees, and recommending personnel actions to the Board. The Board and Spiritual Leader will jointly decide on hiring and discharging of staff;
 - speaking on behalf of liberal religious values in the public square. When the Spiritual Leader speaks in public, s/he must clearly indicate that such speech is not on behalf of the Congregation unless the Congregation has otherwise authorized;
 - participating in Unitarian Universalist District and Denominational events and encouraging members and friends of the Congregation to participate as well;
 - attending Board Meetings as a non-voting member;
 - chairing the Operations Committee as defined in the *Manual*;
 - submitting an annual report to the Board; submitting an annual accounting of the Congregational Care Team Emergency Fund to the Finance Committee to provide a general outline of how the money is spent.

Board approved April 17, 2013

DIRECTOR OF MUSIC

The role of the Director of Music encompasses providing music as an integral part of our Sunday Services and nurturing and facilitating our Congregation's intellectual and spiritual life. The Person selected for this position will have a background in choral conducting in a school or church environment as well as basic piano skills.

The Director of Music is hired by the Board and reports to the Spiritual Leader.

The responsibilities of the Director of Music shall include:

- planning music for Sunday services and special occasions in collaboration with the Spiritual Leader, the Sunday Services Committee, and invited speakers; meeting with the Ministerial Team (Spiritual Leader, Director of Lifespan Experience) weekly or bi-weekly (in person or via phone as needed);
- coordinating, overseeing and rehearsing the Vocal Ensemble as well as other musicians needed for Sunday Services and special occasions;
- planning and coordinating 1-2 Sunday services per year, as the schedule allows;
- maintaining the musical assets of the Congregation and managing the music-related budget line items;
- attending Sunday Services Committee meetings as a permanent voting member, and Board meetings as a non-voting member, as needed;
- meeting with the Music Committee, as needed;
- submitting an annual budget request of expenses to the Business Administrator;
- knowing and abiding by current copyright law;
- attending and participating in denominational activities and organizations as able, including the Unitarian Universalist Musician's Network.

Board approved January 19, 2016

DIRECTOR OF LIFESPAN EXPERIENCE

Basic Function: The primary functions of the position are to affirm and promote the UU mission and principles by planning, organizing, and directing the Religious Education Program for children and youth from birth through grade twelve under the supervision of the Spiritual Leader and assisted by the Religious Education Committee.

Major Duties and Responsibilities:

Program Development:

- reviews and updates the program and curricula as needed with final approval of the Spiritual Leader. Utilizes UUA curricula and other materials and involves the RE Committee, RE teachers and other members of the Congregation in program and curriculum development and enrichment;
- recruits, screens, trains, oversees, and supports the teachers needed for the program;
- registers children and youth in the RE program, with assistance of the RE Committee;
- continues professional development via seminars, conference workshops and other resources.

Budget:

- analyzes program expenses and writes an annual budget for the program with the assistance of the Lifespan Experience / RE Committee;
- plans for future needs of the program.

Records:

- keeps a database of the children, youth, parents/guardians, and teachers;
- keeps enrollment and attendance records and reports to the Lifespan Experience / RE Committee monthly and the Board annually.

Communication:

- consults regularly with the Spiritual Leader and the Director of Music; communicates with the Lifespan Experience / RE Committee, congregation members, parents, families, Board members, ministers, and staff to keep them informed of program activities, program needs, and concerns; composes and publishes a monthly column in the *Beacon*.
- composes and publishes a weekly column in the *Flash*, providing the Congregation with information about RE plans and activities, as well as spiritual reflections.
- attends Board meetings as needed and regular Lifespan Experience / RE Committee meetings, and other meetings deemed necessary by the Spiritual Leader or the Lifespan Experience / RE Committee, to stay abreast of all Congregational issues and activities that affect the RE program for children and youth;

- creates an annual report to the Board and Congregation detailing enrollment and attendance, summarizing the accomplishments of the RE program during the year, reporting on the DRE's hours and professional development, and announcing goals for the following year;
- reports monthly to the Lifespan Experience / RE Committee regarding activities, budget, enrollment and attendance;
- communicates regularly with other DLEs in the Heartland District and the UUA;
- notifies the Lifespan Experience / RE Committee, the Spiritual Leader, and the Sunday Services Committee before taking vacation days and arranges for someone to cover for her/him.

Sunday Re:

- monitors the RE program for children and youth on Sunday morning during the 10:30am service (or, on the Congregation's usual schedule - the 10:00am service in summer, and the 11:00am service in fall, winter and spring);
- communicates with RE teachers prior to Sunday morning to ensure that each has the understanding and needed materials to lead their class successfully;
- prepares and provides lesson plans, supplies and equipment for teachers on Sunday mornings;
- arranges for substitute Nursery Attendant when needed;
- helps to plan and coordinate multigenerational services.

Special Events:

- Works with members of the RE Committee and other Congregation committee members to organize social events, recognition ceremonies and social service projects for children, youth, and families of the Congregation.

Board approved March 15, 2011

OFFICE STAFF

OFFICE ADMINISTRATOR

The Office Administrator reports to the Spiritual Leader.

The Office Administrator's duties are to:

- provide support services to the Board of Trustees and committee chairs;
- oversee the Congregation's office operations;
- provide support services to the senior minister and staff;
- maintain congregational files, documents and congregant database;
- recruit and supervises office volunteers as needed;
- set priorities to meet the needs of the calendar;
- schedule and contract for building use;
- create, edit, and email weekly newsletter *The Flash*;
- maintain and update the UUCGT website;
- purchase supplies within the scope of the budget;
- maintain office equipment and makes recommendations for replacement as needed;
- serve on Operations Committee.

Board approved March 17, 2015

BUSINESS ADMINISTRATOR

The Business Administrator is responsible for the management of the Congregation's General Fund and the day-to-day fiscal operations, including Staff Resources.

The Business Administrator's duties are to:

- implement fiscal procedures and security established by the Finance Committee for cash handling;
- serve on Operations Committee;
- prepare and make weekly bank deposits; review deposit summary with the Treasurer;
- maintain pledge and contribution portion of the database, provide statistical reports to the Stewardship Chair and Treasurer, and provide progress reports to the Finance Committee;
- maintain accounting database, including general ledger, accounts payable and payroll;
- prepare weekly A/P checks, bi-monthly payroll, and monthly financial statements, including a Trial Balance, State of Financial Position (Balance Sheet), Statement of Financial Activity (Income Statement) and the Treasurer's Report; review with Treasurer prior to submitting to Finance Committee;
- attend monthly Finance Committee meetings and monthly Staff Resources Committee meetings;
- balance and reconcile bank accounts monthly; review with Treasurer;
- prepare and transmit all monthly, quarterly, and annual tax payments and reports;
- follow up on pledge commitments and send periodic statements;
- maintain financial records and files;
- provide committee chairpersons with quarterly reports for their respective line-items/accounts;
- work with the Treasurer to prepare a preliminary budget for the annual Stewardship campaign;
- assist with the final budget preparation;
- maintain H/R files for all employees and contract staff; review all insurance policies and serve as contact person with the UUA GIP office and local insurance agency.

Board approved November 18, 2014

FACILITIES CUSTODIAN

The Facilities Custodian reports to the Senior Minister.

The Facilities Custodian's duties are to:

- carry out custodial duties including, but not limited to:
 - collect trash and recycling from office area, hall, kitchen, social hall area, restrooms, library, RE rooms, and deposit in container for weekly pickup,
 - dust ledges, desktops, cabinets, lights, countertops in offices weekly, ○ vacuum offices, sanctuary, library, hallway once a week, touch ups as needed, ○ sweep and mop tile floors in kitchen, social hall, RE rooms and restrooms weekly, ○ clean and disinfect all hard surfaces in restrooms, including countertops, toilets, sinks, stall doors, entrance door handles, mirrors and floors,
 - dust/sweep/mop entryways weekly, and clean entry and office doors as needed, ○ restock restroom paper products as needed,
 - make sure building is clean and ready for Sunday service after outside group use.

- communicate frequently with the Facilities Team,

- conduct regular walk-through of the building to note any maintenance items needed and report them to the Office Administrator and/or Facilities Team,

- make note of any obvious safety hazards and report to the Facilities Team,

- maintain first aid supplies,

- request for ordering of cleaning supplies as needed.

Additional duties/projects suggested by the Facilities Custodian should be communicated to the Office Administrator to be presented at the weekly Operations Committee meeting.

Board approved 2013-04-17

STANDING COMMITTEES

FORMALIZING THE STRUCTURE OF A STANDING COMMITTEE

The essential elements of a group's structure are:

- Purpose or charge (What is the group supposed to do?)
 - Implementation (How will the group implement its purpose?)
 - Others with whom this group will communicate, collaborate and consult in order to carry out its purpose (Who?)
 - Reporting and records
-

1. Start with a concise statement of purpose, or reiterate the charge the group may have been given by the Board.
2. Next, describe the membership of the group.
 - A. How will the group's members become members? By Board appointment? By Congregational election? By volunteering? Or by a combination of methods?
 - B. How many members does the group need to be successful? Describe this number as "at least..."
 - C. Term: How long may people remain members of the group? If by Board appointment, remind the Board that a member's term is expiring and re-appointment or a new appointment will be needed.
 - D. What kinds of skills and experiences would strengthen the group? Let the appointer know the group's needs, or look for these qualities in the people whom you might recruit.
 - E. How much interaction will the group need with the Spiritual Leader?
 - F. The group will need a chair and co-chair, and secretary. Some groups will need a treasurer if the group has funds that must be managed and accounted for. Are there others necessary to implement the group's purpose?
3. Meetings of the group.
 - A. Frequency?
 - B. How many members will be required for a quorum?
 - C. Describe acceptable and appropriate methods of off-site participation and voting, e.g. by phone, Skype, email, text, etc.
4. Implementation
 - A. Briefly describe how the group will go about implementing its purpose or charge.
 - B. Identify other groups and individuals with whom the group intends to consult and collaborate.
 - C. Prepare and distribute agendas in advance of meetings along with relevant materials, e.g. minutes of the previous meeting.
 - D. Keeping records and reports.
 1. Maintain meeting minutes and a record of actions.

2. An annual report should be submitted to the Board describing the group's work in progress, accomplishments, plans and recommendations for the next year.
3. If the group is responsible for budgeted funds, abide by Financial Policy #2, Authorization for Expenditures: "Committee chairpersons are responsible for the authorizing all expenditures made from their assigned budget line-items and restricted liability accounts (if applicable). Authorization means that the Chairperson attests to both the availability of the budget funds and the appropriateness of the expenditure."

Board approved May 19, 2015

CHARACTERISTICS

All standing committees are established and dissolved by the Board of Trustees, which approves their objectives and responsibilities. Each committee has a written job description which is contained in this *Manual*. It is through the efforts of the Board and the Standing Committees that the aspirations of the Congregation are realized.

Membership of a Standing Committee is composed of volunteers, either members or friends. The Chair must be a member of the Congregation.

Chairperson Responsibilities:

Specific Committee Chairperson responsibilities are to:

- hold regular meetings on a schedule appropriate to their business;
- manage the committee budget, and authorize all expenditures to be charged to the committee;
- prepare an annual budget request, and seek Board approval if expenses are likely to exceed the budget (see Bylaws);
- submit announcements to the *Beacon* editor to publicize committee activities, events and meetings;
- submit a quarterly report to the Board of Trustees;
- prepare an annual report for the Congregation.

Purpose of Standing Committees: The committee structure ensures that all members have the opportunity to participate in the life of the Congregation according to their talents and interests. It also provides a way to integrate new members into the Congregation. Finally, the committee structure helps foster a sense of community within the Congregation.

Board approved February 15, 2011

ART AND EXHIBITION COMMITTEE

The purpose: The Art and Exhibition Committee serves the UUCGT community by creating educational opportunities and community enrichment through art related experiences. These experiences include art displays, discussion, education, etc.

The primary goal: To display artwork throughout UUCGT that reflects the spiritual tone and teachings of spiritual leaders.

The Committee may consult and collaborate with the Senior Spiritual Leader, staff, Sunday Services Committee, Facilities Team, and the Board.

Membership shall be at least five congregants having a common thread of appreciation of art. The term limits of members shall be decided by the committee.

Officers include a chair, co-chair, secretary and documentarian. The installation group shall be a standing committee.

Meetings will be held as needed, and a simple majority shall make up a quorum. Members may participate in person, off-site via Skype or conference call. Voting on action items may be conducted electronically or in any of the above ways; all action items will be recorded in official minutes.

The Committee chair is responsible for meeting agendas that will be sent to committee members, together with relevant materials in advance of each meeting.

The Committee secretary shall maintain minutes of all meetings.

Committee will submit an annual report to the governing Board.

Managing the Committee's funding: "Committee chairperson is responsible for the authorization of all expenditures made from their assigned budget line item and restricted liability accounts (if applicable). Authorization means that the chairperson attests to both the availability of the budget funds and the appropriateness of the expenditure." (See Financial Policy #2.)

Board approved 05-19-2015

COMMITTEE ON MINISTRY

The purpose of the Committee on Ministry is to support the spiritual health and wellbeing of the entire Congregation, as seen in member participation and accomplishment relative to the mission of the Congregation. Its primary responsibilities are to assess both the professional ministers' ministries and the Congregation's collective ministries in order to strengthen the quality of these ministries.

The Board in consultation with the Spiritual Leader shall appoint a Committee on Ministry. The committee shall be of at least three (3) members serving staggered terms of three years. New members of the Committee shall begin their terms on July 1, and terms shall rotate in a 2-2-1 pattern.

Members of the Committee on Ministry shall be members of the Congregation. The Committee on Ministry shall meet in Executive Session. The professional minister shall serve as an *ex officio* member of the Committee. Any member wishing to discuss a concern at a Committee on Ministry meeting shall contact the Committee to schedule that item on the agenda.

New members for the Committee on Ministry will be selected the Board with consideration of such factors as length of UUCGT membership, gender, participation, experience, interest, listening ability, impartiality, fair mindedness and good heart with a goal of providing balance to the composition of the existing Committee.

Committee on Ministry members may simultaneously serve on other Congregational committees but not simultaneously serve on the Board of Trustees. Member may not serve more than two consecutive terms on the Committee on Ministry and must maintain a minimum of two years before returning to the Committee.

Adopted 03/01/2010

Revised 03/20/2017

FACILITIES MANAGEMENT TEAM

The purpose of the Facilities Management Team is to monitor the condition of the building and grounds belonging to UUCGT, and to arrange for and oversee appropriate maintenance and repairs.

The Facilities Management Team:

- is a team with knowledge in various areas such as problem solving, basic home maintenance, electrical plumbing, painting, yard maintenance and landscaping;
- meets monthly for one hour;
- has a collaborative relationship with the Facilities Manager, Operations Committee and Office Administrator
- ensures that the facilities are safe and functional;
- conducts an annual inspection;
- has an evacuation plan which the Congregation understands and practices;
- is responsible for overall operation of facilities; is current on all critical facilities matters;
- ensures that regular maintenance is scheduled;
- ensures that required repairs are done when needed;
- sets repair/maintenance priorities;
- ensures compliance with municipal ordinances and regulations;
- is responsible for all service, maintenance and repair contracts;
- assigns a Facilities Team member to act as Project Mentor for all work projects whether those are done by the Facilities Team, Facilities Manager or outside contractors;
- plans, leads and coordinates Spring and Fall outside work bees;
- provides long term planning for facilities and capital assets, including the facilities operating budget and long term capital budget;
- develops and maintains documentation of physical plant and systems (such as drawings/prints, HVAC, warranties, records);
- works closely with Congregational Administrator;
- communicates regularly with Office Administrator, the Operations Committee, Board of Trustees and the Congregation;
- reviews “state of the facilities” annually with Board of Trustees;
- approves facility expenditures in consultation with Finance Committee.

Board approved February 15, 2011

FINANCE COMMITTEE

The purpose of the Finance Committee is to ensure the financial viability of the Congregation and monitor its fiscal operations. The Committee's overall responsibility is to advise the Board and oversee the Treasurer on fiscal matters.

The Finance Committee's duties are to:

- supervise the accounting procedures;
- review and approve the monthly financial statements;
- review the preliminary budget for the annual Stewardship campaign, as prepared by the Business Administrator and Treasurer prior to the campaign; submit with recommendations to the Board;
- review and approve the preliminary budget following the Stewardship drive; submit with recommendations to the Board for its consideration and approval;
- review and approve the financial setup for new projects involving a restricted fund, as defined in the Directory on Restricted Funds;
- review and recommend the funding source for new project requests;
- monitor budget line-items and take action to minimize any potential budget overruns;
- review and approve gifts of real property, land, homes, furnishings, vehicles, jewelry and art;
- supervise non-endowment investments for the Congregation.

Board approval October 21, 2014

LEADERSHIP DEVELOPMENT COMMITTEE

This committee consists of seven members approved by the Board and elected by the congregation at the Annual Meeting. Members serve 2 year staggered terms: 3-4 members newly elected yearly at the Annual Meeting.

The committee meets as needed beginning in September to establish a slate of candidates to fill elected positions.

Deliberations and votes within the Leadership Development Committee are held confidential; only members of the committee are privy to their discussions.

Committee responsibility is to:

- Develop a slate of candidates for Board officers and trustees, open positions of the Endowment Committee and Leadership Development Committee;
- Present its slate to the secretary of the Board at the Board meeting prior to the date the slate must be presented to the congregation;
- Meet initially in September and continue meeting monthly until the slate of candidates is filled;
- Elect a chair and/or co-chair and secretary to the committee by a vote of the committee at the first meeting following the Annual Meeting;
- Assign members to attend Board meetings to become acquainted with the work and process of that body;
- Additionally, it is within the scope of the committee to foster and support development of leadership in the congregation. The intention is to recognize existing leadership and encourage member involvement in leadership roles in congregational life.

Board approved May 17, 2016

New members of Leadership Development, Safe Congregation Response Team, Staff Resources Committee, Congregational Care Team and the UUCGT Board of Trustees shall submit to a background check and sign a confidentiality agreement. They shall also have been a member of the congregation for at least 6 months prior to acceptance to the position. A written submission for a waiver of the 6-month requirement could be considered.

Board approved May 19, 2015

Potential nominees for elected leadership positions shall be reviewed by the Safe Congregation Response Team (SCRT) before being presented to our congregation. The SCRT, by its very nature, may have information about candidates that cannot be made public, but could affect eligibility.

Board approved May 19, 2015

MEMBERSHIP COMMITTEE

This committee assists the Congregation's growth by seeing that each visitor, potential member and new member experiences a friendly introduction and welcome. New members should be afforded an opportunity to grow in the understanding of the Unitarian Universalist Principles, and encouraged to participate according to their talents and interests.

The committee's responsibilities are to:

- schedule and assist greeters;
- staff the Visitor/Welcome Table on Sunday mornings;
- provide name tags, visitor material and new member packets;
- provide materials/information on bulletin boards and literature racks as appropriate;
- maintain contact with the office staff regarding upkeep of the member database;
- coordinate with the Congregational Administrator publishing the annual Member/ Friend Directory;
- determine the annual membership count for the UUA in coordination with the Congregational Administrator and the Minister;
- discover "New Member" interests;
- schedule and provide for a new member orientation, welcome service and dinner;
- submit an annual report to the Board and a budget request to the Finance Committee.

Board approved October 19, 2010

MEMORIAL GARDEN COMMITTEE

Composition: minimum of 3 members.

Purpose:

1. Maintenance of the physical condition of the Memorial Garden, the area just above the Williams Garden and immediately surrounding the oak tree, and the plaques designating those interred within the Garden and elsewhere.
2. Designation of Interment sites and provision of memorial markers within the Garden and engraved plates for the memorial boards.
3. Administration of records and materials associated with those interred within the Memorial Garden and of expenditures from the Memorial Garden's restricted funds for maintenance and improvement of the Garden. *(Note: UU Board approval is required for expenses over \$1,000.)*

It is understood that regular coordination between the Memorial Garden Committee and the Landscape Committee will occur to assure consistency with the overall landscape concept and site plan of the church.

MUSIC COMMITTEE

The Music Committee is an advisory committee whose purpose is to enhance the music program of UUCGT and to support and assist the Music Director. This support includes providing historic perspective and continuity, creating a sounding board for the discussion of ideas and issues relating to the music program, and identifying available resources, both human and material.

The committee shall have a minimum of 5 members including representatives from the Vocal Ensemble and the congregation at large as well as the Music Director.

The committee shall meet monthly, and have a chair, currently an active member of UUCGT and approved by the Board, and secretary.

Submitted by Ad Hoc Music Committee:

Bob Hicks
Mary Ann Rivers
Cindy Edmonson
Don Pyne
Judy Weaver

Board approved March 14, 2016

OPERATIONS COMMITTEE

The Operations Committee consists of the Spiritual Leader, DLE, Office Administrator and Business Administrator. The Committee is led by the Spiritual Leader.

The Operations Committee:

- facilitates communication with the public and between the staff, Board, and committee members;
- takes action to solve problems as they arise between Board meetings;
- helps identify and implement best-practice communication tools/methods for all aspects of congregational life and the life of UUCGT in the community;
- assists committees and volunteers in congregational communications. Including the following:
 - *Beacon*
 - website
 - paid advertising
 - order of Worship/Programs/Announcements; Sunday and Wednesday
 - on-site bulletin boards, brochure rack, information tables, signage
 - promotional materials and opportunities; literature, logo-goods, local events
 - media relations and public relations
 - special events/ campaigns, stewardship, Autumn Affair, concerts
 - direct member communication
 - friend/prospective member communication
 - affiliate communications to Benzie satellite, other churches, collaborating organizations
 - directory listings, telephone, other websites, referral sources.

Board approval February 15, 2011

OUTREACH COMMITTEE

Purpose: The purpose of this committee is to distribute funds collected during Sunday morning services to non-profit agencies, religious organizations, charities and groups within Grand Traverse, Leelanau, Benzie, Kalkaska, and Antrim counties which provide charitable services only.

Procedures:

The committee will consist of three to five members who will meet quarterly or as needed.

The committee will provide donation application forms in the congregation office and in the Beacon.

Members and friends of the congregation complete the donation application forms in full and submit to the committee.

The committee will carefully consider all requests and if deemed appropriate decide how much money will be sent based on available funds.

In the event there are no requests for donations, the committee will identify a non-profit agency, religious organization, charity or group to receive donations during that quarter.

The chairperson of the committee will complete an expense request form and submit it to the church accountant. The donation will then be sent with a letter from the chairperson.

The chairperson will also submit a quarterly report to the Board and an annual report to the congregation.

Board approved November 15, 2011

PASTORAL CARE

The purpose of this committee is to assist the Ministers to keep in touch with members and friends who are unable to participate in congregational activities and provide them with appropriate comfort and attention.

Its responsibilities are to:

- assist the Minister in pastoral contacts;
- monitor members and friends bereaved, ill, disabled or otherwise troubled;
- keep the Congregation informed through announcements at services and in the *Beacon*;
- determine the most appropriate form of attention, and offer services such as calls, cards, visits, transportation or personal assistance. The Shawl Ministry is used in this manner;
- arrange for pastoral care or other forms of professional assistance as requested; such as the durable medical equipment kept in our storage facilities;
- coordinate a telephone network to benefit members who live alone or are disabled;
- coordinate receptions for memorial services;
- promote awareness of and response to the needs of congregants by promoting the Five Wishes program, recognizing a Caregiver of the Month, and collecting for and maintaining a catastrophic fund;
- submit an annual report to the Board and a budget request to the Finance Committee each year.

Board approval 2011-02-15

New members of Leadership Development, Safe Congregation Response Team, Personnel Committee, Pastoral Care and the UUCGT Board of Trustees shall submit to a background check and sign a confidentiality agreement. They shall also have been a member of the congregation for at least 6 months prior to acceptance to the position. A written submission for a waiver of the 6-month requirement could be considered.

Board approved 2015-05-19

RELIGIOUS EDUCATION COMMITTEE

The purpose of this committee is to assist and support the DRE in planning and implementing the spiritual programming for the Congregation's children and youth.

Its responsibilities are to:

- define the goals and objectives of the Religious Education Program for children and youth and develop policies, procedures, curricula and schedules to implement them;
- assist the DRE, Minister, and other committees in planning special events, service projects, worship services, family activities and recognition ceremonies for children and youth;
- communicate with parents, children, youth and other members to promote interest and participation in the Religious Education Program for children and youth;
- compose and publish at the beginning of each program year, a Religious Education prospectus that describes the Program and curricula to be offered for children and youth.

Board approval 2011-03-15

SOCIAL JUSTICE AND ACTION COMMITTEE

Purpose/Mission: To inspire awareness of, and stimulate and coordinate action in, social justice issues in compliance with the UUCGT Bylaws and the Manual on Board, Staff and Committees.

Participation:

- This committee consists of any members or friends of the UUCGT wanting to participate.
- It is hoped that there will be at least 5 to 6 regularly participating core members.

Leadership:

- There shall be a chair person, a secretary, and sub-committee chairs.
- Offices shall rotate as determined by the committee as a whole.

Meetings:

- The committee will meet monthly or as needed.
- Announcements of meetings will be widely published.

Procedures:

- Any member or friend of UUCGT can come with ideas for areas of work. (Please see Procedures for SJA sheet and New Project Worksheet.)
- Projects will have clear objectives that will be reviewed in a timely manner.
- Regular minutes will be kept and made available.

Actions: SJA may

- Facilitate educational programs on social justice issues.
- Take action in various social justice areas of commitment.
- Coordinate with and support new and on-going social justice actions at UUCGT.
- Work to engage more members and friends.

Communication:

- Appropriate notices, literature, petitions may be disseminated.
- At no time will there be literature or petitions related to a partisan candidate or proposal, in keeping with IRS regulations that will jeopardize the congregation's 5013C status.
- Public statements on social justice issues on behalf of the Congregation shall always concur with the External Communications Policy as stated in the Manual on Board, Staff and Committees. (pg. 44-5, revised May, 2011).

Board approval 2013-09-17

Procedure for Social Justice Action at UUCGT

The objective of this work on procedure is to streamline, clarify, strengthen and support new and ongoing social justice actions in this congregation.

The procedure starts in the SJA committee. The committee is made up of interested members and friends at UUCGT. Once a year, as a group, SJA decides on three or four SJA initiatives for the upcoming congregation year. (They would need a group of at least 5 in order to make decisions on yearly initiatives.) This allows SJA to annually set priorities and focus our social justice actions. In choosing these initiatives, the committee will look carefully at the social actions concerns of the denomination.

The next step would be for SJA to hold a congregational conversation for congregants interested to learn more about the proposed initiatives for the coming year and to give feedback to SJA on choices. Then, SJA presents these initiatives to the Program Council prior to the annual meeting informational letter to the congregants. If the Program Council approves the initiatives, the congregation would be informed of the initiatives in the annual letter, and would vote on the initiatives at the annual meeting. This gives the SJA committee leeway to act on these initiatives on behalf of the congregation during the year, and with explicit support of the congregation. At the end of the year, and after evaluating each of the initiatives, the SJA committee would report on its work.

From time to time, members or friends bring an idea for a new social justice outreach project. Part I below addresses a process for this.

I. Proposed procedure for a **new program** for SJA:

1. Suggestion from member or friend to the SJA
2. SJA committee and the person(s) putting forward the idea, fill out the proposal worksheet.
3. SJA committee, in cooperation with the proposer(s), decides:
 - Fits mission?
 - Timing and logistics okay?
 - Aligned with UUA /and/or MUUSJN initiatives, and appropriate local initiatives?
 - Budget okay?
 - Staff resources needed and available?
 - Take to Program Council to inform and ask for collaboration, if needed
4. Inform and educate congregation of new program.
5. Take action!

If the SJA committee wishes to take a public position on an issue, the procedure listed in part II below would be followed.

II. Proposed procedure for UUCGT taking a **public position** on issue:

1. Suggestion from member or friend.
2. Proposal worksheet form used to guide committee's decision making process
3. SJA evaluates the proposal and decides by 2/3's vote of committee member attendees (2/3rds of at least 6 people) to proceed to Program Council.
4. SJA presents to Program Council, PC votes. Need 2/3 PC in attendance to move to action (at least 6 people present for decision to be made.).
5. This procedure will always concur with the current External Communications Policy in the Manual on the Board, Staff, and Committees.
6. At no time will SJA endorse any partisan issues.
7. If there are substantial financial or legal questions raised, the proposal will be passed to the Board of Trustees to consider.

Board approved 2013-05-15

STEWARDSHIP COMMITTEE

Access to pledge amounts is limited to the Treasurer, Congregation Accountant, and Stewardship Chair.

Board approval 2011-03-15

(Stewardship was created as a standing committee at the Board meeting of February 15, 2011, without a description. The 2009-2010 Board and Leadership Development Committee proposed a description for the Stewardship Committee, but did not have time to act on it. A draft of that proposal is in the Addenda section of the *Manual*.)

SUNDAY SERVICES COMMITTEE

The Sunday Services Committee is responsible for collaborating with and supporting the minister in ensuring that services effectively meet the diverse spiritual and intellectual needs of the Congregation. Clergy-led and lay-led services will be utilized to meet congregational needs.

The Chair of the Sunday Services committee will be a Board approved member of the Congregation. The Minister is an ex officio member without vote of the committee.

The Congregation affirms a pulpit that is free and untrammled. The Minister is expected to express his/her values, views, and commitments without fear or favor. The Board delegates oversight of presentations to the Minister, who may delegate such oversight to the Sunday Services Committee for lay-led services.

The minister, in collaboration with the committee, will be responsible for all worship services, including seasonal celebrations and rites of passage, such as weddings, child dedications, and memorial services, except those for which the Sunday Service committee assumes responsibility.

The committee will support the development of high-quality religious services by:

- receiving regular training from the minister in the conduct of religious services;
- collaborating with the minister in developing and delivering regular religious services;
- meeting regularly to discuss schedules and topics;
- providing feedback to lay speakers;
- submitting, as needed, reports to the Board and a budget request to the Finance Committee.

The Minister will be free of Sunday service responsibilities once per month. When professional clergy are not in the pulpit, the committee is responsible for scheduling and ensuring the quality of lay-led services.

The committee is responsible for providing service coordination, which is outlined in the Sunday Services Coordination Handbook. Duties include:

- working with each speaker to develop the printed order of service, order of service cover, setting, story for all ages, and other elements of the service;
- helping each speaker work with the Director of Music to integrate meaningful musical elements into the service.

Board approved 2013-04-17

AD HOC COMMITTEES

The Board may establish ad hoc committees to deal with short term issues, may define the nature of the committee's work and the duration of the committee's deliberation and/or appoint a chairperson, and may determine the size of the committee.

Board approval 2011-02-15

BENZIE SATELLITE GROUP

The Benzie Satellite Group provides services to members and friends for whom the commute to services in Traverse City is difficult.

Membership is with the Unitarian Universalist Congregation of Grand Traverse according to procedures in the bylaws. Stewardship pledge payments to the UUCGT cover administrative and professional costs as well as Heartland District and UUA dues.

The Group may have a local executive committee to handle programming, communications within the group, local financial responsibilities, and other matters.

The UUCGT and the Benzie Satellite Group establish formal methods of communication including:

- periodic visits to the Group by the UUCGT Senior Minister and other professional staff as appropriate;
- attendance by a Benzie Satellite Group member at UUCGT Board of Trustee meetings;
- monitoring financial reporting of the Group by UUCGT;
- preparing an annual report to the UUCGT Board and budget request to the UUCGT Finance Committee.

Board approval 2011-02-15

ADDENDUM

STEWARDSHIP COMMITTEE

The Stewardship Committee consists of 6 members in teams of 2, serving 3-year staggered terms. Leadership of the annual canvass is the responsibility of the longest-serving team. Mentoring of the newest team is the responsibility of the other two teams. The purpose of the Stewardship Committee is to develop new and innovative ways to bring the time, talent and financial resources of the membership to the service of the entire Congregation.

Responsibilities include:

- developing and continually refining the process for the annual stewardship campaign with the goal of a canvass that is the highlight of the social season;
- recording processes followed so that the canvass begins to run itself;
- obtaining a target amount for the canvass from the Board;
- recruiting and supporting the individuals who canvass members and friends who do not return pledge commitments at the initial party.

BOARD POLICIES

MEMBER DEFINITIONS

UUCGT Bylaws state that: “Members are those 16 years of age or older who value the purpose of this Congregation and have signed the Membership Book in the presence of the Minister. It is understood that members actively support the Congregation through attendance, service and financial commitment.”

VISITOR

- Has attended a Sunday service one or more times and makes out a “sticky” name tag each time he/she attends.

FRIEND

- A frequent visitor who has requested a “sleeved” name tag to be found on the kiosk. This blue tag will contain **NO** logo.
- *OR:* A member who requests a change from member to “Friend” status.
- Is encouraged to participate in Congregational life and activities.
- May **NOT** vote. May **NOT** serve on the Board or as a committee chair.
- Receives the Beacon and Flash electronically. May receive a hard copy of the Beacon by contributing \$25 annually to cover cost of mailing.
- Will be canvassed.

MEMBER

- Makes an annual recorded pledge. He/she will also be a member of UUA and the Heartland District and receive the UUA magazine (UU World).
- May **vote** on matters of congregational governance. May **serve** as an Officer of the Board or committee chair.
- Receives the Beacon and Flash electronically.
- Name tags are blue and **contain** the UU logo.
- Will be canvassed.

INACTIVE MEMBER (IM)

- Does not pledge, seldom attends or serves. May not have officially withdrawn but simply “drifted away”.
- May **NOT** vote. May **NOT** serve on the Board or as a committee chair.
- Is not included in the annual count to UUA. Will not receive the UU World.
- May receive the Beacon and Flash electronically.
- Will be canvassed.
- Inactive status continues until he/she indicates a wish to withdraw from the Congregation *OR* re-activate their membership.

DROPPED MEMBER (by UUCGT)

- Has **NOT** pledged, attended or served in two (2) years.

Policy 2009-12-15

Board approval 2009-12-15

FINANCIAL POLICIES AND PROCEDURES

1. Policy and Procedures for Non-cash Gifts (02-10)
2. Policy and Procedures for Authorization for Expenditures
3. Policy and Procedures: Debit Card Usage
4. Policy on Committee/Staff Budgets
5. Policy: Special Purpose Funds, and Addendum
6. Policy and Procedures: Offertory Collections Counting
7. Policy: Alternative Currencies
8. Policy on Facilities Improvement Restricted Fund
9. Policy: Offertory Service Collections
10. Policy on Payment Refunds
11. Policy: Capital Improvements vs Repair and Maintenance
12. Policy: Board Funding of Recommended Requests
13. Policy: Fiscal Year-End Surplus Funds Distribution

1

Policy: Non-cash Gifts

The Unitarian Universalist Congregation of Grand Traverse accepts donations of various types. Gifts of real property, land, homes, furnishings, vehicles, jewelry or art may be accepted or declined only by a decision of the Finance Committee and the Board where required.

Procedures: Non-cash Gifts

- Donations in Lieu of Pledge: In-kind donations of items of value that have been budgeted for purchase may be recorded against a cash pledge. Items greater than \$1,000 will require the approval of the Board of Trustees.
- When non-cash gifts are offered for sale with the proceeds going to the Congregation, the donor will be responsible for providing authoritative proof of market value to substantiate the donation. The tax exemption goes to the donor unless the buyer contributed substantially more than the value of the article. In the latter case the Congregation will provide the buyer a statement reflecting the market value of the donation.
- Gifts of Stock: For ease of handling and timing, the Donor is strongly encouraged to establish a charitable Gift Fund. Otherwise, the Congregation's Treasurer and/or Accountant shall sell any gifts of stock through the Congregation's designated broker. Donors are encouraged to donate enough stock to cover the accompanying redemption fees.

*Revised 01/12/10 by the Finance Committee
Board approval 2010-02-16*

Policy: Authorization for Expenditures

Committee chairpersons are responsible for authorizing all expenditures made from their assigned budget line-items and restricted liability accounts (if applicable). Authorization means that the chairperson attests to both the availability of budget funds and the appropriateness of the expenditures. While checks are signed by the Treasurer or other authorized officers, these check signatures are not intended to relieve chairpersons of their responsibilities noted above.

The Treasurer or Church Accountant will provide chairpersons with available budget information for their respective line-items/accounts on a quarterly basis. This information will aid chairpersons with their spending discussions and decisions.

Procedures: Authorization for Expenditures

An authorized expense voucher is required before a reimbursement check will be issued. A committee member must attach all sales receipts to the reimbursement voucher. The voucher must then be signed by both the individual seeking reimbursement and the committee chairperson, before a check is issued.

*Revised 03/09/10 by the Finance Committee
Board approval 03/23/10*

Policy: Debit Card Usage

There will be one major debit card for the use of the UUCGT Administrative staff. The funds available for this debit card are limited to \$1,000 and are held in a designated bank account.

Procedures: Debit Card Usage

The following procedures will be used in the handling of the UUCGT debit card:

- The office Administrator and the Church Accountant will monitor the use of the card. The credit card will be signed out by the administrative staff person if taken off the premises.
- Receipts for purchases made by the Administrative staff for their line items must be initialed and submitted to the Church Accountant in a timely manner.
- Receipts for purchases made by the Administrative staff for a committee will also require the initials or email confirmation of the committee chair.

Revised 03/09/10 by the Finance Committee

Board approval 03/23/2010

Policy: Committee / Staff Budgets

When a committee's line item requirements are expected to exceed its budget by 15% or \$100, whichever is greater, a written request must be submitted to the Finance Committee with a plan. The request should address corrective action and the maximum amount required to fulfill the budget year. Requests that exceed the budget by \$1,000 must also be submitted to the Board. If no request is received, the Finance Committee is authorized to take action to minimize the budget over run.

*Revised 02/11/2010 by the Finance Committee
Board approval 03/23/2010*

Policy: Special Purpose Funds, and Addendum

UUCGT raises funds to sustain its operation in two primary ways. They are funds raised for general operations and funds raised for special purpose projects.

General fundraising efforts include the stewardship campaign, general donations, special events (i.e. autumn affair, garage sale, etc.) and miscellaneous (i.e. bldg use, bank interest, hospitality coffee, etc.). These monies are directed to the General Fund and utilized for current operating expenditures. See Attached form.

While the UUCGT Board encourages members and friends to make their donations to the General Fund, there are times that they approve the acceptance of donations earmarked for special purposes. These include capital campaigns, targeted fundraising, special donations and ad hoc fundraising. These special purpose donations are directed to a restricted fund liability account, and defined in the Directory on Restricted Funds (DRF). The Directory covers timing, purpose, responsible party, collection, disbursement, reporting, and any donor restrictions.

Requirements for setting up a special purpose fund include, but are not limited to:

- The responsible party must complete the form for the Directory (DRF);
- The Business Administrator or Treasurer must assign or create the appropriate account;
- If the project requires a new account, the financial arrangements must be reviewed by the Finance Committee;
- If the project is contained within the current fiscal year and involves less than \$1,000, the project can be approved by the chair of a standing committee or a member of the Operations Committee*. If over \$1,000, the Board must also approve;
- Small one-time projects will be directed to the Special Collections account;
- The project can't apply to salaries;
- The donations cannot be credited toward pledges;
- The expenditures cannot exceed donations;
- The project must be documented within the Board minutes via the Treasurer's report;
- The responsible party will receive quarterly financial balances via the accounting reports;
- If funds are no longer needed for their original purpose, or has excess funds over and above the intended purpose, the responsible party will direct the funds to the "Miscellaneous Fundraising" operating line or another restricted item.

*The Operations Committee oversees the day to day activity at UUCGT. It is composed of the Spiritual Leader, Office Administrator, Director of Religious Education, and Business Administrator.

Board approval 10/21/2014

Unitarian Universalist Congregation of GT
Directory on Restricted Funds

Title: Resp Comm:

Account: Start Date: End Date:

Summary Statement of Purpose:

Collection Requirements:

Disbursement Requirements:

Reporting Requirements:

Special Donor Restrictions:

Additional Comments:

Responsible Committee: _____ Date: _____

Church Acct or Treasurer: _____ Date: _____

Finance Committee Review: _____ Date: _____ (If a new restricted acct is required)

Board Approval (where required): _____ Date: _____ (If over \$1,000 or one year in duration)

Addendum to Finance Policy # 5 – Special Fund Raising

Guidelines for Fund Raisers to benefit Organizations other than the UUCGT

From time to time a UUCGT member expresses interest in initiating special purpose fund raising to benefit an organization other than UUCGT. When such fund raisers are not UUCGT projects, the following options are available to consider:

A request can be made to the Outreach Committee for a donation from the Community Needs fund. Before granting such a request, the Outreach Committee would need to carefully consider the nature of the request, the location of the organization, and the availability of the funds.

A request can be made of the Senior Spiritual Leader to Dedicate a Sunday Service collection to the proposed fund raising purpose. In this case the collections would run through the books of the UUCGT.

OR

Give permission to an individual to place and man a table in the hallway or social hall for the purpose of fund raising. In this case the collections would not run through the books of the UUCGT.

An independent fund raiser could be held at the UUCGT building. This would require the organizer to schedule the use of the building with the Office Administrator and accept all responsibilities for organizing, advertising, executing, and cleaning up after the event. In this case, funds collected will not run through the UUCGT books.

Board approved 12/16/14

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Policy: Offertory Collection Counting

To ensure that all donations received are deposited into the UUCGT bank account and properly recorded.

Procedures: Offertory Collection Counting

The designated counters and the Business Administrator are responsible for counting the cash received from each service. On Monday following the service the Business Administrator and the designated counter from the counting group will count the cash from each envelope and complete and sign the Counter's Weekly Tally Sheet. The Treasurer will review and sign the deposit slip prior to the completion of the bank deposit.

Board approved 2015-05-19

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Policy: Alternative Currencies

UUCGT accepts alternative currencies, e.g. Bay Bucks as a donation for the outreach program. An alternative currency will be placed in the locked box and made available to the Outreach Committee. No account of alternative currency outreach donations will be made within the UUCGT General Ledger.

UUCGT does not accept alternative currencies as payment of pledges or UUCGT donations until such time as the alternative currency is accepted for deposit in UUCGT bank accounts.

Board approved 2015-05-19

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Policy: Facilities Improvement Restricted Fund

Policy for Funding:

The Facilities Committee is charged with overseeing improvements to UUCGT's building and grounds. It first relies on funds held in the Facilities Improvement restricted fund. Beyond that approval is required for funds from the Finance Committee and the Board (if over \$1,000).

On the annual closing, funds will be transferred from the Capital Improvement fund (CIF) to the Facilities Improvement fund (FIF). The amount to be transferred plus the balance of the FIF is not to exceed 5% of the CIF.

Board approval 2012-1-24

Policy: Offertory Services Collections

Currently the collections made at worship services are divided into 2 sections:

- The first section is designated for Congregational pledge payments and donations.
- The second section is for support of local community outreach, except when a special collection is approved by the Minister. In the absence of the Minister the Board may approve the special collection. Advice and recommendations from the Community Outreach Committee and the Pastoral Care Committee will be welcomed.

These designations will be announced before each collection. The Community Outreach Committee, Pastoral Care Committee and Church Accountant should be notified of an approved special collection.

Our current default practice is to direct the accumulated community outreach collection quarterly as follows:

- 3/4 to the Community Lunch fund but limited to a \$1,200 balance. The remainder is directed to the Community Outreach Fund serving local nonprofit organizations.
- 1/4 to the Pastoral Care Fund serving individual needs.

Once deposited, these funds fall under the jurisdiction of the Tuesday Community Lunch Committee, the Community Outreach Committee and the Pastoral Care Committee respectively.

Board approved 2013-02-21

Policy: Payment Refunds

The Unitarian Universalist Congregation of Grand Traverse (UUCGT) gratefully accepts payments for pledges, donations, gifts, and other contributions from members and friends. Since the UUCGT relies on these monies to operate the organization, the Board has deemed it financially imprudent to issue refunds for payments received.

Procedures: Payment Refunds

If a refund of any type of gift is requested of the staff by a congregant or friend, the staff will respond by sending a letter to the donor thanking them for their contribution and informing them of the policy above.

Drafted 9/10/2012

Policy: Capital Improvements vs Repair and Maintenance

Payment of capital improvements, major repairs and maintenance exceeding \$1,000 will be made from the Capital Improvement Reserve account.

Payment of maintenance and minor repairs less than \$1,000 will be made from the Building Maintenance operations budget.

The Finance Committee will review and advise the Business Administrator and chair of the Facilities Team in circumstances that may deviate from this model.

Board approved 2015-05-19

Policy: Board Funding of Recommended Requests

The Board will seek recommendations for funding from the Finance Committee when:

- A committee request for funding of a project exceeds their operations budget by \$1,000 (ref. Financial Policies #4 and #8);
- Funding is requested for Special Purpose Restricted funds that exceeds \$1,000 (ref. Financial Policy #5); and
- The desire to fund a new committee that does not have an operations budget and does not fit the model of a Special Purpose Restricted fund (ref. Financial Policy #5).

Procedure:

When the Board requests a funding recommendation from the Finance Committee, the Board will vote to provisionally approve the project.

The Treasurer or other Board member will provide the Finance Committee the funding request and any supporting documentation, e.g. bids, estimated costs, etc.

The Finance Committee will give the Board its recommendation for funding the request, or not, along with any qualifiers.

Board approved 2015-05-19

Policy: Fiscal Year-End Surplus Funds Distribution

If there is a surplus of funds at the end of the fiscal year, such funds will be distributed as follows:

1. Prior year carry over to allow for a balanced budget (the preferred option), and/or
2. To the Capital Improvement Reserve, and/or
3. To the Operations Contingency Reserve in the event of future budget deficits.

Procedure:

1. The Business Administrator will determine the amount of any surplus funds.
2. The Finance Committee will present a balanced budget to the Board for its consideration.

3. The Finance Committee will recommend to the Board the amount to be distributed to the Capital Improvement Reserve and the Operations Contingency Fund.

Board approved 2015-05-19

External Communications Policy

It goes without saying that any individual UU may speak out personally on any topic or public issue, no matter how controversial. In doing so, those UUs are free to identify themselves individual Unitarian Universalists.

The primary purpose of this communications policy is to ensure that when people make public statements on behalf of the UUCGT, their statements are consistent with our congregational model of decision making. A secondary purpose is to help make sure that communications with the media (print & broadcast) are professional and effective.

Most of the external communication we do is mundane—advertising a Sunday Service, sending out a PSA for a special event, etc. If those communications (items 1 a & b) are accurate and professionally transmitted, there should be little need for a complex approval and oversight process.

The more difficult decisions will be where there are issues or activities that could be controversial in the community, or overly alienating to the individual right of conscience of some of our UUCGT congregants. Those positions and public communications need to be vetted by a democratic process before becoming public, consistent with these guidelines.

1. The following communications can be handled directly by staff, a committee chair, or a Board member, without any Board action:
 - a. Issue a public service announcement for a UUCGT event, or
 - b. Put an informational ad in the paper or in other media
2. When a staff member or leader of the Congregation is approached by a reporter on a **routine congregational matter**, then they may speak to the reporter. However, they need to be mindful of the fact that, no matter how their statements might be qualified, they will likely be perceived as an official statement of UUCGT.
3. When a staff member or leader of the Congregation is approached by a reporter on a matter that **might be controversial**, then they are advised to consult with someone else in a leadership position (e.g., minister, Board president, DRE, etc.) before taking the interview. Having a sounding board should clarify the appropriate response.
4. When a staff member or leader of the Congregation is approached by a reporter on a matter that is **known to be controversial**, then they should decline comment, unless the Board and/or Congregation have already formulated a position. Remember that it is always possible to take no Congregational position.

5. A statement of Congregational position, no matter how communicated, should be approved by either the Board or the entire Congregation. Possible communication techniques include: making a UUCGT public statement on social action issue, carrying the UUCGT banner or a sign in a march or demonstration, meeting with an editorial Board, holding a press conference, etc.
6. When considering whether to submit a statement of position to the entire Congregation for review and approval, the Board is urged to err on the side of inclusion and the democratic process. If there is any genuine question as to whether a statement of position should be approved by the entire Congregation, then it probably should be.

This policy's core objective is to increase everyone's mindful and careful communication outside of the Congregation.

1

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

² For example, polyamory is known to be controversial.

See; <http://archive.uua.org/news/2004/040423.html>.

Addendum to External Communications Policy

Policy Governing Political (“Speech”) Activity In or On UUCGT Property

Partisan lobbying, petitioning, electioneering constitute political action described by the IRS as “attempting to influence legislation.” (A tax exempt organization could lose tax exempt status if the IRS determined that political activity exceeded 5% of a church's time and/or resources.

<http://www.uua.org/justice/congregations/realrules/112251.shtml>

Therefore care must be taken when groups or individuals undertake activities that could be construed as Political Action intended to “influence legislation.”

Care is also advised when partisan political action might offend when clear bipartisan action and discussion has not been democratically offered.

Groups or individuals desirous of engaging in political activity on church property must first clear their intentions with the Operations Committee. If the Operations Committee needs clarification of its authority, the issue will be referred to the Board.

UUA has provided extensive guidelines outlining political activity. Refer to: <http://www.uua.org/justice/congregations/realrules/index.shtml>

Addendum Board adopted 2011-8-16

CONFLICT MANAGEMENT POLICY

CONFLICT MANAGEMENT TEAM

The Board of Trustees will appoint three members to the Conflict Management Team (CMT). Each will serve a staggered three-year term upon review by Safe Congregations Task Force. The team will train and maintain a list of facilitators for their work. The team, based on estimated need, will determine the number of facilitators. The team will manage conflict on behalf of the Board of Trustees as outlined in this policy. The team will report to the Board of Trustees as needed or requested by the Board.

Those in need of services may speak confidentially with CMT members directly. The Board of Trustees may refer matters or Safe Congregation Task Force as may be appropriate.

POLICY

The UUCGT Conflict Management Team will assist the congregation in conflict management. The CMT's role is conflict management, not conflict resolution. Parties will assume personal responsibility for resolving conflicts, aided by CMT's support.

Guiding Principles

Conflict is viewed as a natural part of human interaction, and managing conflict is seen as an opportunity to express differences and reach deeper understanding. Confronting conflict and supporting parties as they work to resolve issues is a necessary process for congregational and individual growth and awareness.

Conflict management will be conducted in a spirit of mutual respect. The goal of conflict management is to promote deeper engagement of UUCGT members and friends. CMT will endeavor to promote engagement, encourage right relationships between parties, and support healing. CMT's primary purpose is to support the health and wellbeing of the entire congregation.

To be successful, CMT will avoid the position of "middle man," and avoid becoming entrapped in triangulation (see Definitions below). CMT will encourage parties to communicate directly with each other and assume personal responsibility for resolving issues.

The function of the CMT is to recommend a process:

- Define and clarify the issues
- Facilitate communication
- Design a process that provides opportunities for reaching resolution or redemption. Once the process is designed, follow the procedure or adapt the procedure to best meet the needs

of an individual situation

- Make appropriate recommendations to move the process along
- Maintain open communication throughout the process and respond to those involved in a timely manner
- Seek feedback on the process after an issue is resolved
- Continue in a supportive role, as appropriate, as parties heal

Definitions

Confidentiality is a deliberate attempt to maintain open communication while helping people feel safe about bringing their concerns to the CTM in order to 1) honor people's need for privacy, 2) facilitate the wellbeing of all involved, 3) resolve misunderstandings and conflicts without inflaming the issues, 4) avoid harmful misinformation and gossip, 5) prevent conflict escalation, 6) facilitate resolution and reconciliation in the healthiest manner possible.

Conflict is a serious and protracted disagreement between members of the congregation and/or staff which interferes with the members' ability and/or opportunity to engage with the mission of UUCGT, or which interferes with the ability or opportunity of members not involved with the conflict to do so.

Non-Violent Communication is a method of communicating based on compassion, which allows parties to express their needs and understand others' needs in a non-judgmental manner. Non-Violent Communication removes blame and criticism from exchanges, reduces defensive reactions, and encourages people to assume personal responsibility for their actions *and* their reactions to others.

In Non-Violent Communication, people 1) make a clear, neutral observation of someone's behavior, 2) identify an emotion they feel because of this behavior using non-judgmental language, 3) connect with the other person citing a universal human need and 4) make a specific request to change the behavior.

Secrecy is a deliberate attempt to conceal information in order to 1) advance motivations such as devious control or unwarranted power, 2) allow rumors to proliferate, 3) avoid dealing with information that should be addressed, 4) avoid having people take responsibility for their actions.

Triangulation moves responsibility from the people involved in the conflict onto others. It would result if those involved in the conflict take no responsibility and expect the CMT to solve everything. It would occur if the CMT becomes the mouthpiece or provides the solutions for others. It would result if the CMT, instead of those involved, were held responsible for the outcomes.

PROCEDURE

I. Process for Initial Contact

The CMT will do the following:

A. Link the person's name with the issue (assumption of personal responsibility).

1. Assure person of confidentiality but not secrecy.

B. Gain as full an understanding as possible of the issue.

1. Ask supportive questions.

2. If appropriate, use Non-Violent Communication to deepen the conversation.

3. Continue until issue has been fully expressed.

C. Confirm that the person has been heard (restate what was said).

1. If appropriate, use Non-Violent Communication so the person feels heard.

2. If the person just needed to be heard and feels the issue is resolved without further action, just jot a few notes to keep a record of the contact.

3. If further action is needed, proceed to next steps.

II. Process for Responding to Individuals

This process is for responding to an individual who is experiencing conflict with another person or with a group. The CMT will do the following and strive to resolve the matter in Steps A1-3:

A. Ask the party for suggestions for possible resolutions (refuse to be triangulated or to be responsible for creating a resolution).

1. Suggest that the party take the first step by approaching the person/group with whom the conflict occurred to propose resolution or redemption.

2. If the party feels too intimidated to do that, offer a member of CMT to accompany the party (not to speak for the party, just be present with).

3. If the party is unwilling, the CMT may try to devise a different process of appropriate approach in which the party helps reach resolution.

4. If the party is still unwilling, the CMT must ask the party to cease pursuing the matter for the sake of the congregation's ministry.

B. If a party is unwilling to cease pursuit, the CMT may request Board action to resolve the issue in order to promote the health and wellbeing of the entire congregation's ministry.

C. If a party complies with steps A1 or 2 but the other party is unwilling to reconcile, the CMT must determine what steps to take to protect the ministry of the congregation.

1. There are no formulas for this.

2. Creativity, insight, and determination focus the CMT's actions.

3. Remember that the Board has the authority to take necessary action on behalf of the congregation (the CMT has no designated authority).

D. If there has still been no resolution, the CMT must continue to explore process options until a result is achieved that supports the congregation's ministerial well-being.

III. Process for Responding to Issues

This process is for responding when a person brings the CMT a matter that turns out *not* to be a problem with a person or a group, but is a broader issue of general concern. The person may be speaking for him/herself or may be acting as a spokesperson for others. In either case, other people probably share the concern. The CMT will do the following:

A. Follow the Process for Initial Contact with the spokesperson.

B. Ask the spokesperson for suggestions for what might be done next.

C. Develop a process to provide opportunities to resolve the issue.

1. Identify key stakeholders and possibly an additional spokesperson.

2. Ask the stakeholders and spokespeople to identify main components of the issue.

3. Inform Board and ask for Board participation if policy issues are involved.

D. Schedule and facilitate meeting(s) with stakeholders and spokespeople.

1. Send participants agendas and necessary information in advance.

2. Ask participants to develop and explore potential solutions.

3. CMT may make appropriate recommendations to move the process to resolution.

E. Remember that the Board must handle policy decisions.

Follow-Through Policy

The CMT guarantees that any issue or suggestion brought to it

- will be addressed,
- will be followed through in its processing,
- will result in finding a resolution, enacting an implementation, or reaching the limits of the CMT's responsibility.

Appeals Policy

If a person is still pursuing an unresolved issue, an appeal may be made:

- If the person believes the CMT has failed, address the Board of Trustees.
- If the Board has been unable to resolve the issue, the Board may, at its discretion, develop another plan to pursue or take other appropriate action.

Points to Remember

1. The purpose of conflict management is to facilitate resolution.

- It is designed to be a welcoming opportunity where people feel that their concerns are respectfully heard and issues thoughtfully addressed.
- The goal is to encourage congregants to work together (with CMT facilitation as needed) to reach resolution rather than to withdraw.

2. Conflict management can be very stressful.

- CMT members may have to weigh the value of friendships, inclusion, tolerance, or other values against the value of the wellbeing of the congregation's ministry.
- Members of the CMT will share with each other, support each other, and provide each other with encouragement.
- CMT members are not expected to carry burdens alone.
- CMT will respect confidentiality, but not engage in secrecy and not consent to secrecy when people bring issues to them. People need to understand that if they bring an issue to the CMT, members will rely on each other to support each other and develop a process.

3. The CMT's function is not to process its own conclusions.

- It is to develop processes that lead to resolution and redemption for those who seek help.
- The CMT must be careful not to let its own conclusions affect the design of the process.
- The CMT must maintain objectivity and fairness.
- The CMT *may* present information that leads to an obvious conclusion. In this case, it is the information that leads to the conclusion rather than the CMT.
- The CMT *may* make recommendations based on the CMT's unique knowledge obtained from all sources in order to move the process toward resolution.

4. Secrecy hurts. Confidentiality helps.

Developed by Lucky McKeen, John Hoffmann, Dan Orr, Heather Shumaker, Fleda Brown and Rev. Chip Roush; adapted from *Moving On from Church Folly Lane* by Rev. Robert T. Latham, pp. 259-265.

Adopted 03/01/2010

Revised 03/20/2017

UUCGT BUILDING RENTAL POLICY

In general, UUCGT sponsored events have priority over rentals. UUCGT sponsored events are described as events, which correspond with Lifespan Experience programming and possess educational benefit. The Operations Team shall review and approve requests for building rentals. The Office Administrator will be responsible for administering all Building Use Rental Contracts. The Board must approve any variance from the Standard Rental Contract rates.

Building Use Classifications

Basic Building Use:

- Sunday services and related uses such as Vocal Ensemble rehearsals
- RE classes and programs; meetings of the congregation's committees, councils, and board; and member* ceremonies such as member weddings, member memorial services, and member child dedications.

There is no charge for Basic Building Use.

* A person must be a member of UUCGT for no less than 3 calendar months before he/she is eligible for member rental rates.

Event/Performance Building Use:

- All events not listed above under Basic Building Use.
- Rates apply to outside groups even though UUCGT members may also be members of the outside group that is renting the building.

The current rates charged for Event/Performance Building use are listed on the Standard Rental Contract.

Rates charged are based on the following categories:

- Open rate— for-profit, non-member
- Non-profit— admission charged or collected (see #1 below)
- Non-profit— free admission (see #1 below)
- Member— private personal event (see #2 below)

1. Nonprofit: a nonprofit organization is one that exists for educational or charitable reasons, and from which its shareholders or trustees or individual members do not benefit financially. The Office Administrator may verify the nonprofit status of the renter before a rental contract is signed.
2. A member or UU Committee making a profit for an individual or individuals pays the regular rate.

Building Use Exceptions

- Church sponsored not-for-profit groups organized by and containing a UUCGT member **may** be eligible for building use on a “donation basis” instead of being charged a user fee. No such group will be permitted to use the building “free of charge.” The Operations Committee will make decisions on such requests.
- In cases where a proposed event does not fit a rate classification as outlined in the Standard Rental Contract rate charts, the Office Administrator shall discuss the matter with the Operations Committee, and take it to the Board for approval.

Approved 04/17/17

SAFE CONGREGATION / CHILD POLICY

I. Outline of Guiding Principles

At UUCGT we covenant to welcome all people to the table, to nourish and serve each other and to respect and honor the inherent worth and dignity of every person. To achieve these goals it is essential that we maintain a safe environment that protects children and adults from harm while fostering their spiritual growth. There are many facets of operating a congregation in which prevention, education and response need to be established and refined over time in order to assure such an environment. These include building safety, operation of the R.E. program, transportation and supervision of children during off site trips and special overnights, confronting disruptive behavior, and both preventing and promptly responding to incidents of verbal abuse and physical or sexual harassment.

The policies that are described in this manual are designed to make sure that all feel safe and free to follow their own spiritual paths in an atmosphere of respect and mutual support. These policies will naturally evolve over time as we respond to incidents and learn to better refine our safety procedures. All should consider this to be a living document and are encouraged to contact The Safe Congregation Response Team from time to time with suggestions about how it may be improved.

II. Relationship of Ministers to the Congregation

We place great trust in our ministers to use their positions and powers only for the best interest of all congregants, and never to take advantage of others for their personal gratification. Clergy sexual misconduct harms both the individuals involved and the church as a whole, because it breaches the minister's covenant with the entire congregation. We expect our ministers to understand thoroughly and always abide faithfully by the Unitarian Universalist Ministers Association (UUMA) Code of Professional Practice. The complete text of the Code is published in the UUMA Guidelines and can be found at the UUMA website or by contacting the UUA at 25 Beacon Street, Boston, MA 02108.

In the event that the Safe Congregation Response Team receives allegations of clergy sexual misconduct it will immediately notify the UUCGT Board Chair, and the Mid America Region of the UUA, which will be charged with the investigation. The Response Team will thereafter act as liaison between UUCGT, The Ministerial Fellowship Committee and the Mid America Region of the UUA to support, counsel and communicate with the congregation and those members who are most directly affected by the misconduct.

III. Relationship between Congregation and the Director of Religious Education

Like the Ministers, the Director of Religious Education (DRE) has a special trust relationship with the congregation, and must never misuse the authority and power inherent in the position to exploit, manipulate or take advantage of any child, adolescent, young adult or adult participant in religious education for personal gratification, including but not limited to sexual or physical misconduct or sexualized behavior.

We expect the DRE to fully understand and faithfully abide by the Liberal Religious Educators Association's Code of Professional Conduct, pursuant to which religious educators acknowledge that they are recipients of special trust and covenant not to exploit the powers inherent in their roles.

IV. Preventing Sexual and Physical Abuse and Harassment

Preventing sexual misconduct, physical abuse, and harassment in our religious community requires multiple approaches on several fronts. We must focus on prevention, education, training, careful hiring, and safety procedures in order to create a safer environment for all concerned.

1) Definitions

The terms used in this document will have the following meanings:

Abuse includes non-accidental conduct that involves bodily injury or impairment; offensive physical or sexual contact, including physical or sexual abuse; physical or sexual harassment; physical or sexual molestation; or physical or sexual exploitation.

Physical abuse includes offensive physical contact or activity that causes bodily injury.

Sexual abuse means any sexual touching of a child or any activity that causes a person to engage in any sexual act or conduct without that person's consent, or in circumstances where that person is unable to refrain from consenting due to age or mental capacity or unusual vulnerability derived from the person's mental health or from the existence of a relationship of significant dependency or trust.

Physical harassment or molestation or exploitation means activity that places a person in fear of bodily injury by such acts as threatening or tormenting behavior, compelling a person by force or threat of force to engage in conduct from which the person has a right to abstain, knowingly restricting substantially the movements of another person without that other person's consent, communicating to a person a threat to commit an act against that person or another person or entity where the natural consequence of the threat is to place that person in fear or cause that person to engage in conduct in which that

person otherwise would not engage, or similar repeated offensive physical or verbal conduct.

Sexual molestation and sexual exploitation means activity that places another person in a situation where that person feels compelled to engage in sexual conduct to which that person would not otherwise voluntarily consent, or in circumstances where that person is unable to refrain from consenting due to age or mental capacity or unusual vulnerability derived from the person's mental health or from the existence of a relationship of significant dependency or trust.

Sexual harassment means making sexual advances or requests for sexual favors to another person, or other verbal or physical conduct of a sexual nature, where the other person by words or conduct has indicated that such words or conduct are not desired, or where a reasonable person would expect that such words or conduct would not be desired.

2) Education and Training

Education and training are critical to the creation of a safer congregational environment. Information, knowledge, and understanding support the development of healthy relationships based on self-esteem and respect for others. Greater understanding of sexuality and abuse will make us better able to avoid situations that could lead to abuse, and to move more effectively toward justice and healing for us all. To this end we believe it is important to promote self-esteem and personal responsibility among our children, our members and friends. We will provide programs as follows:

- a) The Director of Religious Education (DRE) and Religious Education (RE) Committee are responsible for:
 - i) Offering age-appropriate information about development and sexuality for our children, youth, and adults on a regular basis, including clarification and understanding of the complex aspects of sexuality, as well as focusing on sexual abuse prevention and
 - ii) Keeping employees, advisors, and parents informed of this policy and reviewing it at least annually.

The Safe Congregation Response Team shall take responsibility for:

- i) Promoting congregational awareness about this policy.
- II) Informing members and attendees regarding resources that address the issues of domestic violence and sexual abuse.

3) Hiring

Incidents of abuse and harassment often take place in the context of ongoing relationships. Therefore it is essential that recruitment and hiring procedures protect

staff, children, youth, vulnerable adults, members and friends from injury as well as from unfounded accusations, and protect UUCGT from ethical and legal liability.

All persons seeking paid employment at UUCGT, including (but not limited to) the Minister, the DRE, R.E. assistants, the Director of Music, Business Administrator, Office Staff, and all other employees will be required to read and acknowledge receipt of a copy of the policy against harassment set forth in the UUCGT Employment Manual. They will be screened by the appropriate hiring committee, which will contact at least two references (at least one of whom has known the applicant for a minimum of five years) and maintain notes of each such contact, and conduct a criminal history record check, including a Michigan Criminal Offender Records Information (CORI) and such other multistate records check as shall be available from alternative sources recommended from time to time by the Unitarian Universalist Association.

The hiring committee shall conduct at least one formal interview with the candidate in person. The employment application and above reference material will be confidential and will be available only as required by law and to those responsible for screening and hiring, or participating in the Safe Congregation Response Team.

New members of Leadership Development, Safe Congregation Response Team, Personnel Committee, Pastoral Care and the UUCGT Board of Trustees shall submit to a background check and sign a confidentiality agreement. They shall also have been a member of the congregation for at least 6 months prior to acceptance to the position. A written submission for a waiver of the 6-month requirement could be considered.

Board approved 2015-05-19

Potential nominees for elected leadership positions shall be reviewed by the Safe Congregation Response Team (SCRT) before being presented to our congregation. The SCRT, by its very nature, may have information about candidates that cannot be made public, but could affect eligibility.

Board approved 2015-05-19

V. The Safe Congregation Response Team

In order to ensure continuity, the Safe Congregation Response Team will be established and in place at all times, with the names and phone numbers of team members available to all members and friends of UUCGT. This Team will be composed of the Minister, Director of Religious Education, and three members of UUCGT, all of whom shall be appointed by the Board. It is preferable that two of the members of the team be familiar with issues likely to arise, to include but not be limited to sexual assault, sexual harassment, human resources and legal issues.

In cases of a conflict of interest, a team member must be excused from participation and replaced by a suitable alternate. Their function, individually and collectively, will be to offer confidential support, advice, and counsel with concern for the safety of all parties involved. The Safe Congregation Response Team will generally have the following responsibilities:

- a) Be familiar with the community resources for child abuse, treatment for sex offenders, and support groups for survivors.
- b) Know about state laws regarding reporting.
- c) Be familiar with a resource for people to share their concerns.
- d) Evaluate applications for Religious Education (RE) teachers and youth group leaders that are flagged by the Minister or Director of Religious Education as needing more information or follow up.
- e) Receive allegations of possible abuse and develop a process for expedient handling of such allegations. (See also the below section regarding Pastoral Needs of Congregation Regarding Reports of Abuse.)
- f) Meet with convicted sex offenders who may wish to participate in worship to develop a Limited Access Agreement for participation.
- g) Work in concert with the Sunday Services Committee, the Minister and Board to develop a policy for avoiding and/or responding to potential or actual disruption of church worship services and other church meetings and functions, and obtaining and conducting training sessions to enable the Board to effectively respond to such situations.
- h) Determine whether to communicate information about incidents of suspected or alleged abuse to the congregation, and if so how much information to communicate and at what point during the investigation, after carefully weighing the interests and needs of the parties involved as well as the interests and needs of others in the congregation who are not directly involved.

All activities of the Response Team will be conducted in a confidential fashion to the extent consistent with a sufficient investigation to enable the Response Team to ensure that adequate measures are taken to protect the safety and dignity of all concerned, and may only be disclosed when necessary and appropriate as determined by the Response Team.

New members of Leadership Development, Safe Congregation Response Team, Personnel Committee, Pastoral Care and the UUCGT Board of Trustees shall submit to a background check and sign a confidentiality agreement. They shall also have been a member of the congregation for at least 6 months prior to acceptance to the position. A written submission for a waiver of the 6-month requirement could be considered.

Board approved 2015-05-19

Potential nominees for elected leadership positions shall be reviewed by the Safe Congregation Response Team (SCRT) before being presented to our congregation. The SCRT, by its very nature, may have information about candidates that cannot be made public, but could affect eligibility.

Board approved 2015-05-19

VI. Immediate Safety Needs of the Congregation Regarding Reports of Abuse

Interim Safety Plan: When a report is filed by any person on behalf of any child and the suspected abuser is a church employee, member or attendee, the Response Team will develop an interim safety plan during the investigation of abuse. This plan may include, but not be limited to implementation of a draft Limited Access Agreement, with the assistance of legal counsel if the Minister and Chair of the Safe Congregation Response Team determine that such counsel should be obtained. If the accused abuser is another youth, the plan must be developed with input from both sets of parents or guardians. The plan will be clearly communicated to the accused abuser or, if a minor, his or her parents or guardians, by the Response Team. The Minister and or DRE may implement similar steps while awaiting initial recommendations of the Response Team.

Permanent Safety Plan: Upon final disposition by appropriate authorities, a permanent Limited Access Agreement will be developed by the Response Team that among other provisions, complies with any orders imposed by such authorities.

VII. Pastoral Needs of the Congregation Regarding Reports of Abuse

- 1) Following a report of suspected abuse, the Safe Congregation Response Team will also develop, in consultation with the Minister and lay Pastoral Care Committee, a plan to address the pastoral needs of our congregation, including:
 - a) The person or child who has allegedly been sexually abused: This may include providing information about or referrals to appropriate professional, community and UUCGT or UU resources as needed. Additionally the Safe Congregation Response Team may assist in dealing with Department of Children & Families, the District Attorney or

the Police Department as and when those authorities become involved in the matter.

- b) Other members and friends of our congregation:
 - i) Members, friends, or attendees immediately affected by the incident (such as family members or partners) whose needs we can help meet, either directly or indirectly;
 - ii) The Minister or the DRE to aid in dealing with the pastoral needs of the victim or accused person; iii) Other members and friends of the congregation who witnessed one or more incidents or, who having heard about them, are reminded of their own concerns and prior experiences; and
 - iv) Other congregation members and friends who are relied on to a great degree by the person or child who has allegedly been sexually abused or accused offender (or those connected to them).

 - c) The accused person: Support may include helping the accused person access the appropriate professional, community and spiritual resources. While there may be feelings of ill-will toward the accused person, if that individual is a part of our community, he or she also deserves our support; withdrawing it at this critical point in that person's life might have severe detrimental long term effects on his or her behavior in the future. It remains the mission of this congregation to recognize and support the integrity and inherent worth and dignity of that person even though we do not condone inappropriate behaviors, and to treat him or her with compassion.

 - d) Other persons and children who have allegedly been sexually abused and who have been reluctant to come forward: If warranted, the response plan will include a way of reaching out to these individuals in a manner that is non-threatening.
- 2) The plan established will be such that both the alleged victim or victims and other individuals are not put at risk for further incidents.

VIII. Guidelines Regarding Sexual Offenders

- 1) Situations may occur involving individual accused or convicted of sexually aggressive or violent behavior. Those situations will be addressed as follows:
 - a) An individual who has been convicted of or pled guilty to a charge of sexual misconduct or who has been determined to have engaged in any form of child abuse in any civil, criminal, administrative or ecclesiastical forum will not have contact with children or youth or the parties involved.
 - b) If an individual has been legally accused of sexual misconduct and is currently involved in civil or criminal litigation of such a charge, that

individual will not have contact with children or youth or the parties involved until there is final disposition of the case (resolution).

c) In the event that a person has been convicted of a sexual offense and completed a term of incarceration and seeks to enter the life of the UUCGT, the Response Team will meet to make a determination as to whether or not and the ways in which the individual may be safely involved in the life of the congregation. If it is determined that the person can participate in congregation life, a Limited Access Plan will be developed and

d) In all cases the Response Team, with approval of the Minister and Chair of the Response Team, may seek legal counsel before proceeding with either a draft or permanent Limited Access Agreement.

IX. Disruptive or Violent Behavior Safe Congregation

Each Sunday we affirm our commitment to welcome all people into the celebration of life and to respect each person's inherent worth and dignity. But in order to secure that tradition, we recognize the need to address the disruptive or violent behavior, whether occurring physically at UUCGT or in the form of threatening phone calls, emails or other electronically transmitted messages, which may challenge our sense of individual and communal safety and well-being. Therefore, the following shall be the policy of UUCGT if and when such a challenge may arise:

- 1) Situations involving disruptive behavior will be brought to the attention of the Board Chair and the Minister who may refer the situation to the Safe Congregation Response Team.
- 2) The Safe Congregation Response Team will investigate the matter, using this policy for guidance. In cases of a conflict of interest, a team member must be excused from participation and replaced by a suitable alternate. Members of the team will be educated in the Policy and will become knowledgeable about available resources for adults and children. Their function, individually and collectively, will be to offer confidential support, advice, and counsel with concern for the safety of all parties involved.
- 3) If an immediate response is required, this will be undertaken by the Minister, if available, or the leader of the group involved, any Board member of UUCGT if the disruptive or violent behavior occurs prior to, during or immediately following worship. This may include asking and/or requiring the offending person or persons to leave the meeting or the UUCGT building, or suspending the meeting or activity until such a time as it can safely be resumed. If further assistance is required, especially where physical harm to person or property has occurred or is threatened or is occurring, the Police Department may be called. Any time any of these actions are undertaken without the Minister being present, the Minister and the Chair of the Response Team must be notified as soon as possible. All plans for follow up steps will be referred to the Safe Congregation Response Team.
- 4) Persons identified as being disruptive or violent will be responded to as individuals of inherent worth and dignity.

- 5) Information concerning the alleged incidents(s) that led to concern will be systematically collected from the concerned parties by delegated Response Team members and documented before any action is taken.
- 6) The Response Team will meet to assess the findings and decide on a course of action with the following four levels of response recommended to them.

Level One: A Response Team member or members contacts the person named as the source of the disruption and informs them of the nature of the concern. The person's viewpoint of the matter will be elicited, valued, and documented. Response Team members will then assess the situation.

Level Two: If the basis of the original concern is determined to be valid, this finding will be clearly communicated to the person in question and a contract for clearly defined behavior change will be negotiated. Such communication and contract will be documented.

Level Three: If the person in question refuses to negotiate a contract, refuses to abide by a contract or is engaging in behavior of sufficient severity, he or she may be excluded from the group whose meetings he or she disrupted or from UUCGT altogether for a specified period of time, with reasons for such action, and conditions for return, clearly communicated and documented.

Level Four: The person in question is permanently excluded from UUCGT and its premises, with steps taken as needed to enforce this decision.

7) Should the Board of Trustees decide that exclusion or expulsion from the UUCGT is necessary, they will take the appropriate action and inform the Safe Congregation Response Team.

a) The four levels of response recommended by this policy may be applied in the order determined by the Safe Congregation Response Team.

Board approved 05/20/14

CHILD SAFETY POLICY

Purpose

The leaders of the Unitarian Universalist Congregation of Grand Traverse place the highest value upon the physical, intellectual, social and spiritual growth of all church participants. We are deeply committed to providing a safe and caring religious community free of violence (physical and sexual abuse, intimidation, coercion, and sexual harassment). We recognize that religious communities are particularly vulnerable to incidents of abuse because of the high level of trust and the strong reliance and need for volunteers, especially in children and youth programming. Therefore, we have developed the following policies to ensure a safe environment for all church participants.

Religious Education Volunteer Screening

- 1) All volunteers who will work with children or youth under the auspices of UUCGT, *whether the children are part of the UUCGT community or not*, must apply to be a volunteer and then sign the Religious Education (Teacher) Contract (see attached).
- 2) General Guidelines:
 - a) Volunteers must have been active church participants for six months.
 - b) Youth advisers must be at least 25 years of age.
 - c) Either child care workers must be at least 18 years old, or, if younger teens are employed, the event planner must provide adult supervision for the teens. Supervising adult/s must be screened in the same way as other volunteers.
 - d) All volunteers and drivers must fill out an application form.
 - e) All volunteers and drivers will be screened through the Department of Human Services and the church insurance company.
 - f) Any applicant found to be a registered sex offender will not be allowed to volunteer with children or youth.
 - g) Any applicant who has been required to surrender a license to teach, or practice therapy or medicine of any kind with children or youth, with cause, will not be allowed to volunteer with children or youth.

Supervision Policy and Guidelines

- 1) Two volunteers will be assigned to each classroom. A volunteer will also be assigned to assist the nursery care provider.
- 2) Drivers for any event must be at least 25 years or older and a copy of each driver's license will be on file in the church office. They will also have been screened and have signed volunteer forms on file.
- 3) Cars must be currently registered and insured and be in running order according to state laws, and drivers must be well-rested and free of the influence of alcohol and drugs that may impair their ability to drive.
- 4) Seat belts must be worn by each person in the vehicle.

- 5) There will always be at least two children in a vehicle with an unrelated adult chaperone.
- 6) The congregation is only responsible for the supervision of any child at the playground during the period between the time the child is signed in and the time the child is signed out of congregation-sponsored activities. The procedure for signing in and signing out is contained in the Nursery and Classroom Procedures, item 3 under Classroom Procedures, item 1 under Nursery Procedures of this Policy. The congregation shall not be responsible for the supervision of any child on the playground at all other times.

Off-site and Overnight Activities

- 1) A permission slip signed by parent or guardian is required for all off-site and overnight activities. This will include a contact number where a responsible adult can be reached if an emergency situation arises during the activity. The permission slip will also include current medical information.
- 2) Each driver will have a copy of the permission slip for each youth passenger in their vehicle.
- 3) Middle and high school guidelines:
 - a) Events will follow district youth conference rules.
 - b) Youth will be supervised by at least two adult chaperones at all times.

Emergency and First Aid Procedures

- 1) Emergency telephone numbers are posted by all office and kitchen phones.
- 2) First aid kits are kept in the kitchen, the church office and the DRE office.
- 3) Rubber gloves are included in all first aid kits, and their use is strongly recommended when treating an injury involving bodily fluids.
- 4) The "Accident and First Aid Report" must be completed by the person administering first aid and submitted to the church office as soon as possible for review and filing.
- 5) A first aid kit will be taken on all off-site activities.
- 6) Annual RE teacher training will include health and safety awareness and the church's emergency procedures.

Nursery and Classroom Procedures

- 1) Some children have dietary restrictions and special health considerations. This information must be given to the teachers/ child care workers, who will be attentive to these considerations.
- 2) At the end of the RE period, large surfaces (tables, mats, etc.) should be sprayed with Lysol and used plastic cups should be taken to the kitchen for washing/sanitizing.

For the nursery only:

- 1) Each child will be signed in and out by the authorized parent/guardian. If child is to be picked up by someone other than the person who signed the child in, the individual picking up the child must have a signed permission note from the authorized parent/guardian who signed the child in.
- 2) Each diaper bag must have an outer identification label.
- 3) For diaper changes, a disposable pad must be used on the changing table, and/or the table must be cleaned with a Lysol wipe. Nursery staff will wash their hands after each diaper change.
- 4) Clean sheets should always be available and used on the crib.
- 5) The bag of soiled diapers must be taken to the dumpster.

Abuse Policy

Code of Conduct

No minister, adult leader, RE teacher or any other person working in a paid or voluntary capacity shall pursue a personal friendship or engage in sexual behavior of any kind with Unitarian Universalist Congregation of Grand Traverse youth. (See Heartland District "Child and Youth Safety and Protection Guidelines" sections on "Friendship and Youth" and "Sexualized Behavior".)

Abuse Reporting Procedures

**Ministers and teachers must report abuse and/or neglect or signs and symptoms of the same to Children's Protective Services.
(Act 238 of 1975 MICHIGAN CHILD PROTECTION LAW)**

- 1) *The Safe Congregation Response Team* will be established to deal with any reports of abuse. Such abuse could be physical, sexual, verbal, or emotional in nature. The Team will be comprised of the minister and at least two other church members selected by the Board of Trustees and based upon appropriate professional qualifications (i.e. psychology or social work background).
- 2) All volunteers must immediately report suspected cases of abuse to the minister and/or DRE. This includes suspected abuse that may have occurred on-site, or that which may have occurred in a setting outside of the congregation. An incident report must be completed, including the date and time of the incident.
 - a) *At this point, the abuse is only suspected. The Minister and/or the DRE must give all information to the Safe Response Team to take necessary actions to determine if this abuse can be confirmed or should be referred to some other professional*
- 3) If the abuse is confirmed or even strongly suspected the Response Team must file the report with the Department of Human Services to protect the victim and the church, and to bring necessary help to the abuser. Although this section particularly addresses children, the same support and reporting will be expected with adult victims of abuse
- 4) If necessary, the incident will be reported to the church's insurance company. It will not be handled without professional outside assistance.

5) If necessary, the proper civil authorities will be contacted following the guidance of the insurance company and attorney. Involved church members will not attempt in-depth investigation of the incident, but should leave this to professionals who are familiar with these cases.

6) If necessary, the text of a prepared public statement will be used to communicate with the press and convey the news to the congregation. Involved church members should safeguard the privacy and confidentiality of all involved.

Other types of incidents

In cases of a lesser degree than abuse (verbal harassment, bullying, etc) the Minister and/or the DRE must still fill out an incident report. The Response Team will be notified and the appropriate response and follow up action will be decided. This may include discussions with other affected members or their children. All actions involving children should be conducted with the parent(s) and the team should decide how to involve the affected children. Great care should be taken to assure the rights of all parties are not violated.

Confidentiality and Victims Rights

In all cases, the confidentiality of the suspected victim of abuse, the reporter, the alleged perpetrator and any other individuals involved in a case of suspected abuse is of the utmost priority. All conversations will be considered confidential in nature. Beyond reporting the incident and following all State of Michigan legal requirements in reporting abuse, the role of Unitarian Universalist Congregation of Grand Traverse will be one of ministry and supporting individuals facing a crisis. (See Confidentiality statement in “Heartland District Child and Youth Safety and Protection Guidelines”.)

Special Considerations

Alleged abuse by a minister or church leader

a) If there is a report of abuse by a minister, DRE or any member of the Incident Response Team, the alleged abuser will not be a participant in the process of receiving or investigating the allegations.

b) Situations involving alleged ministerial abuse shall be reported to the President of the Board of Trustees, to the UUA Department of Ministry, and to the Unitarian Universalist Ministers' Association.

Responding to Allegations of Abuse

1) All incident report forms will be accessible to the proper authorities.

2) The spokesperson for Unitarian Universalist Congregation of Grand Traverse will be the minister with the guidance of the President of the Board of Trustees, the DRE and any members of the Team being consulted. Please see the statement of “Confidentiality and Victim’s Rights” before proceeding.

Incident Response Procedures

1) Ensure the safety of the victim.

2) Follow reporting procedures.

3) Document all efforts to report and follow up on the incident.

- 4) Do not prejudge the situation, but take the allegations seriously and report all concerns immediately. Extend whatever pastoral resources are needed. Remember that the care, safety and confidentiality of the victim are the priority.
- 5) Treat the alleged perpetrator with dignity and support. If the accused is a church worker, that person should be temporarily relieved of his or her duties while the incident is under investigation. If the individual is a paid employee, the Board will make the decision to either maintain or suspend income until the allegations are cleared or substantiated.

Board approved 08/21/13

Appendix I

BASIC SIGNS OF ABUSE

Physical signs may include:

- Lacerations and bruises
- Irritation, pain, or injury to the genital area
- Difficulty with urination
- Discomfort when sitting
- Torn or bloody underclothing
- Venereal disease

Behavioral signs may include:

- Anxiety when approaching church or classroom area
- Nervousness or hostile behavior toward adults
- Sexual self-consciousness
- “Acting out” of sexual behavior
- Withdrawal from church activities and friends

Verbal signs may include the following statements:

- I don't like (name).
- (Name) does things to me when we're alone.
- I don't like to be alone with (name).
- (Name) has fooled around with me.

Appendix II

Definitions provided by the Michigan Child Protection Law:

Child Abuse: Harm or threatened harm to a child's health or welfare that occurs through non-accidental physical or mental injury, sexual abuse, sexual exploitation, or maltreatment, by a parent, a legal guardian, or any other person responsible for the child's health or welfare or by a teacher, a teacher's aide, or a member of the clergy.

Child Neglect: Harm or threatened harm to a child's health or welfare by a parent, legal guardian, or any other person responsible for the child's health or welfare that occurs through either of the following:

- ◆ Negligent treatment, including the failure to provide adequate food, clothing, shelter, or medical care.
- ◆ Placing a child at an unreasonable risk to the child's health or welfare by failure of the parent, legal guardian, or other person responsible for the child's health or welfare to intervene to eliminate that risk when that person is able to do so and has, or should have, knowledge of the risk.

ACCIDENT AND FIRST AID REPORT

Date & Time: _____

Name of injured person: _____ Age _____

Name and title of person administering first aid: _____

Nature of Injury: _____

How injury occurred: _____

First aid provided: _____

Were bodily fluids involved? (Circle) Yes No

If yes, type of fluids: _____ Were rubber gloves worn? Yes No

Signature of Person administering first aid: _____

ACCIDENT AND FIRST AID REPORT

Date & Time: _____

Name of injured person: _____ Age: _____

Name and title of person administering first aid: _____

Nature of Injury: _____

How injury occurred: _____

First aid provided: _____

Were bodily fluids involved? (Circle) Yes No

If yes, type of fluids: _____ Were rubber gloves worn? Yes No

Signature of Person administering first aid: _____

**Unitarian
Universalist Congregation of Grand Traverse Report of Suspected Incident of Abuse**

1. Name and title of worker observing or receiving disclosure of abuse: _____

2. Victim's name: _____

Victim's age/birth date: _____

3. Date/place of initial conversation with or report from victim: _____

4. Victim's statement (give your detailed summary here): _____

5. Name of person accused of abuse: _____

Relationship of accused to victim (paid staff, volunteer, family member, other): _____

6. Reported to minister/DRE: _____

Date/time: _____

Summary: _____

7. Call to victim's parent/guardian/family member: _____

Date/time: _____

Spoke with: _____

Summary: _____

8. Call to Department of Human Services – 24/hr abuse report hotline

(PHONE: (855) 444-3911) _____

Date/time: _____

Spoke with: _____

Summary: _____

POLICY ON PRE-EMPLOYMENT BACKGROUND EVALUATIONS

Policy: UUCGT requires that all new employees undergo a background check.

Procedure:

1. All new employees will be informed that a background check is required for employment.
2. The congregation administrator will query LexusNexis or another appropriate database that is approved by the Board.
3. All information obtained from the background check is considered confidential and will be reviewed only by the Board and the senior minister will jointly determine which, if any, other congregational member should be informed of the findings. Any member so informed is also responsible for maintaining confidential.

Board approved: 2013-01-16

POLICY ON CONTRACTOR INSURANCE

Policy: UUCGT will require proof of insurance for all paid contractors.

Procedure:

1. All contractors will be informed that proof of insurance is required.
2. The UUCGT congregation administrator will obtain and file a copy of proof of insurance prior to the initiation of contractor services.
3. The Board president and the chair of the facilities will be informed if any contractors do not provide the required proof of insurance.

Board approved 2013-01-16

POLICY ON USE OF PRIVATE VEHICLES FOR UUCGT BUSINESS

Policy:

1. The use of private vehicles for official UUCGT business will be covered by this policy.
2. Official UUCGT business is defined as travel that is eligible for reimbursement under current UUCGT policy.
3. All drivers must be 25 years old or older.
4. All drivers must possess a current valid drivers license
5. All vehicles used must be insured consistent with Michigan law.

Procedure:

1. The congregational administrator will annually obtain a copy of the drivers license, proof of insurance, and vehicle registration for any individuals that are covered under this policy.
2. The congregational administrator will annually preform a motor vehicle record search.
3. The finance committee will periodically review available policies for non-owned automobiles liability and determine if additional coverage should be recommended.

Board approved: 2013-01-16