Policy Committee Report
for August 21, 2018, Board Meeting
Prepared by Tom Darnton

**The Project**

In recent memory, UUCGT has had two basic governance documents, our by-laws and our Manual on Boards, Staff and Committees.  The by-laws define the essential elements of who we are and how we make decisions.  They create the governance structure.  They are adopted and modified, as needed, by the vote of the congregation at a meeting called for that purpose.

The Manual sets out the policies and procedures organizing what we have decided to do and how we will go about that work.  Policies and procedures have been adopted by the Board of Trustees, often on the recommendation of specific committees, and organized into what became the Manual on Boards, Staff and Committees.  Keeping that Manual current has proven to be a challenging task; in its current form, there are 15 pages of material that precede the Table of Contents.  As the need for a more detailed set of policies and procedures pertaining to paid staff became apparent, the task of keeping the Manual current became even more complex.

Both the Policy Committee and the Staff Resources committee came to the conclusion that the Manual should be separated into one set of policies and procedures pertaining to staff and another pertaining to the Board and committees.  Staff Resources would assume responsibility for the staff manual and the Policy Committee w0uld work on a Manual for the Board and Committees.  The Policy committee has been at work on such a document.  The c0mmittee is on track to have this transition completed by the end of 2018.  To achieve that goal, we will need some time on the board's agenda this fall, to consider some important questions which have arisen as we have reviewed the existing language and to adopt the overall document.

**Background**

Our current manual traces its roots to 1993.  It developed without any effort to distinguish between policies and procedures and with the ground rule that all language in the manual or proposed changes thereto had to be approved by the board.  Over the years, this lead to patchwork development, delays and unnecessary resources being directed at our internal governing processes, rather than towards our mission.

As the Policy Committee began to work on the new configuration for the manual, it also adopted, with board approval, a format that distinguished policies from procedures, with only the former to require board approval.  Policies are defined as the guiding principles that express our institutional culture, goals and philosophy.  Procedures are the step-by-step descriptions of the tasks required to support and carry out organizational policies.  Committees would adopt their own procedures and would have the ability to modify those procedures without obtaining board approval.

I became one of the board representatives to the policy committee after I was elected to the board last year.  At that time, the committee had been working on reorganizing and reformatting the manual for some time, including separating existing language into policies and procedures.  Judy Myers, another member of the committee, undertook the major task of reviewing the existing manual provisions and dividing them into policies and procedures for each committee.  She then engaged with all of our major, functioning committees, seeking each committee's consideration of the proposed manual entries.  It is important to note here that Judy did not attempt to re-write any of these existing provisions; her work was to separate existing language into policies and procedures.  Some of our committees responded to Judy's efforts with suggestions for revisions.  We think that some of those suggestions should be considered by the board as policy changes, so that the new manual can reflect our current practice.

**Board Decisions Required**

The decisions regarding separating the existing manual into two manuals, one for personnel and one for the board and committees, and the policy and procedure formats have been made.  (Any board can revisit these decisions but the Policy Committee is proceeding with these decisions in the background.)

The committee has identified four areas where board review and decision about content should be made.  They are proposed changes to the Committee on Ministry, the Stewardship Committee, the Safe Congregations Response Team and the Conflict Management Team.  The Policy Committee suggests that the Stewardship Committee discussion be part of the August meeting, the SCRT and CMT be considered at the September meeting and the Committee on Ministry discussion be on the October agenda.  We would then expect the revised manual to be ready for approval at the November meeting.

It is important to note that ongoing maintenance of the manual will be required and is a responsibility of the Policy Committee.  Hence, this work is never completed but we would like to complete the separation and reformatting before the end of the calendar year.

**Stewardship Policy Discussion**

The decisions required are: (1) Change of title and focus from "Stewardship" to "Pledge Drive" (2) who does and does not have access to the individual pledge amounts; (3) whether the senior spiritual leader should be a member of the committee.

The proposed language for an updated Stewardship Committee, to be called the Pledge Drive Committee is:

[Proposed] PLEDGE DRIVE COMMITTEE

POLICY:
The purpose of the Pledge Drive 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.

Access to individual's pledge amounts is limited to the Treasurer and Congregation Business Administrator.

PROCEDURE:
- The Pledge Drive Committee Chair is recruited annually by the Board of Trustees and the Senior Spiritual Leader. The Chair, with help from the Board and Senior Spiritual Leader, will then recruit a Committee. The Committee shall consist of at least four members.
- Pledge Drive Committee responsibilities include:
  - Developing the process for the annual pledge drive campaign.
  - Setting dates and a target amount for the pledge drive campaign consulting with the Finance Committee, the Board of Trustees and the Senior Spiritual Leader.
  - Following up with members and friends who do not return pledges by the end date of the annual pledge drive campaign.
  - Asking for time and talent interests from members and friends at least once every three years.
  - Recording processes followed so that succeeding Committees have the benefit of past experience.
- The Pledge Drive Committee will have access to cumulative pledge drive data but not individual's pledge amounts.
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The current manual entries for the Stewardship Committee are as follows:


**STEWARDSHIP COMMITTEE [Existing]**

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*.)

**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.