

HANDBOOK OF OPERATIONS

Fall 2018 Edition

Sanford Unitarian Universalist Church



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This **Fall 2018 Handbook of Operations** - the 6th Edition of this Handbook - has been compiled to provide current information about the church as well as church governance, committee goals, policies and procedures and staff positions. It is intended to be a booklet for the Board of Management, Committee Chairs, staff and others needing information about the work of the church.

Changes and Updates

August 2018	Updated History of the Church	9
	Updated Leadership list	23

TABLE OF CONTENTS

CHANGES AND UPDATES	2
CHAPTER 1. GENERAL INFORMATION	6
MISSION STATEMENT	6
VISION STATEMENT	6
OUR SYMBOL, THE FLAMING CHALICE	6
COVENANT	6
CHURCH AFFILIATION	7
U.U.A. PRINCIPLES & PURPOSES	7
WELCOMING CONGREGATION	8
STATEMENT OF INCLUSIVENESS	9
A GREEN SANCTUARY	9
OUR HISTORY: THE 1ST CENTURY, 1909-2009	10
CHURCH BY-LAWS	14
CHAPTER 2. CHURCH LEADERSHIP	24
COMMITTEE AND GROUP CONTACTS	24
SANFORD UU CHURCH EMERGENCY NAMES AND NUMBERS	25
CHURCH NEWSLETTER UU NOTES	25
INFORMATION ABOUT CHURCH DIRECTORIES	26
CHURCH STAFF	26
Church Staff Members	26
JOB DESCRIPTIONS OF STAFF	27
Director Of Religious Education	27
Administrative Assistant	28
Facilities Manager / Sexton	29
CHAPTER 3. GOVERNANCE	31
BOARD OF MANAGEMENT	31
OFFICER JOB DESCRIPTIONS	33
President	33
Vice President	34
Clerk	34
Financial Secretary	35
Treasurer	35
Liaisons	36
CHAPTER 4. CHURCH COMMITTEES AND GROUPS ASSOCIATED WITH SUUC	38
GENERAL INFORMATION ABOUT COMMITTEES	38
Committee Chairs	38
Responsibilities Of A Committee Chair	38
Responsibilities Of Committee Members	38
NOMINATING COMMITTEE	38
THE COMMITTEES OF SANFORD UUC	39
Budget And Finance Committee	39
Building and Grounds Committee	39

Capital Projects Building Committee	40
Caring Circle	40
Committee On Ministry	40
Corner Cupboard Advisory Committee	41
Denominational Affairs Committee	41
Faith In Action Team	42
Fundraising Committee	42
Members And Friends Committee	43
Ministerial Search Committee	43
Music Committee	44
Nominating Committee	44
Religious Education Committee	44
Stewardship Committee	45
Worship Associates	46
GROUPS AFFILIATED WITH THE CHURCH	46
Homesteaders	46
SUUC Book Group	47
The Women's Alliance	47
CHAPTER 5. POLICIES AND PROCEDURES	49
PROCEDURES FOR UPDATING AND IMPLEMENTING POLICIES AND PROCEDURES	49
OTHER ITEMS	49
BOARD OF MANAGEMENT POLICIES AND PROCEDURES	50
Board Meetings	50
Church Annual Reports	50
BUILDING SECURITY IN OUR CONGREGATION POLICY	50
THE COMMON GOOD PROGRAM	51
Guidelines for Greeters	51
Guidelines for Coffee Hour	52
EVALUATION POLICIES	53
Staff Evaluation	53
Minister Evaluation	53
FACILITIES POLICIES	53
Building And Grounds Policies And Procedures	53
Use of Church Guidelines	54
General <u>Use of Church</u> Guidelines	54
Smoking Policy	54
Safety	54
Alcoholic Beverages	54
Restrooms	54
Use By Members For Special Events	54
Scheduling	54
Custodial Services	55
Recycling And Trash	55
Concerns	55
On-site guidelines	55
Alcoholic Beverages Policy	57
Healthy Eating Policy (Partners for Healthier Communities)	57
FINANCIAL POLICIES AND PROCEDURES	58
Bid Policy	58
Financial Policies	59
Financial Procedures	59

Bank Accounts	59
Payment Of Bills	59
Finances	60
Committee Fund Raising Guidelines	60
Fundraiser Check List	61
CHURCH SPECIAL/RESTRICTED FUNDS	61
Minister's Discretionary Fund	61
Other Restricted Funds	62
Russell Goodall Music Fund	62
Unitarian Fund Trust	62
Tim Leipold Fund	62
Parsonage Fund	62
Thomas And Marion Goodall Trust	62
Louis Goodall Trust	62
Edward Hussey Trust	62
Ethel Levasseur Trust Fund	62
POLICIES AND PROCEDURES FOR CONFLICT RESOLUTION	63
Policy Regarding Responsible Behavior	63
Procedures For Handling Upset, Conflict, Or Disagreements	65
RELIGIOUS EDUCATION POLICIES AND PROCEDURES	67
Code Of Ethics For Adults Working With Children And Youth	67
Religious Education Discipline Code For Children	67
SMOKING POLICY	68
CHAPTER 6. MINISTER	69
MINISTERIAL LETTER OF AGREEMENT 2018	69
CODE OF ETHICS REGARDING SEXUAL BEHAVIOR FOR THE MINISTER	77
POLICY REGARDING STUDENTS FOR MINISTRY, ORDAINED MINISTERS AND RETIRED MINISTERS	78
CHAPTER 7. LONG TERM PLANNING	80
Second Century Capital Campaign Final Report 2011-2017	80
APPENDICES	72
ROBERT'S RULES OF ORDER	82
SAMPLE PERFORMANCE REVIEW FORMS	87
MAPS OF THE INTERIOR OF THE CHURCH	94
HANDBOOK FOR CONGREGATIONAL TREASURERS AND FINANCE LEADERS	96

Chapter 1.

GENERAL INFORMATION

MISSION STATEMENT

The Mission of this church is to foster and celebrate religious freedom, spiritual growth and social justice in a diverse intergenerational congregation through worship, education and community.

VISION STATEMENT

Be the change you wish to see in the world... Gandhi

OUR SYMBOL, THE FLAMING CHALICE

A flame within a chalice (a cup with a stem and foot) is a primary symbol of the Unitarian Universalist faith tradition. Many of our congregations kindle a flaming chalice in gatherings and worships and feature the chalice symbol prominently.

Hans Deutsch, an Austrian artist, first brought together the chalice and the flame as a Unitarian symbol during his work with the Unitarian Service Committee during World War II. To Deutsch, the image had connotations of sacrifice and love.

To Unitarian Universalists today the flaming chalice is a symbol of hope, the sacred, the quest for truth, the warmth of community, the light of reason, and more. We light a flaming chalice in worship to create a reverent space for reflection, prayer, meditation, and singing.

COVENANT

Love is the spirit of this church,
and service its law.

This is our great covenant:

To dwell together in peace,

To seek the truth in love and

To help one another

CHURCH AFFILIATION

The Sanford Unitarian Universalist Church is a member of the Unitarian Universalist Association. Unitarian Universalist Association
24 Farnsworth Street | Boston, Ma 02210
(617) 742-2100 | Info@Uua.Org

The church is also a member of the Northern New England District, UUA; (617) 948-6415; newengland@uua.org) and the Maine Council of Churches.

U.U.A. PRINCIPLES & PURPOSES

The following statements were adopted as Bylaws by the 1984 and 1985 General Assemblies.

We, the member congregations of the Unitarian Universalist Association, covenant to affirm and promote:

- The inherent worth and dignity of every person
- Justice, equity and compassion in human relations
- Acceptance of one another and encouragement to spiritual growth in our congregations
- A free and responsible search for truth and meaning
- The rights of conscience and the use of the democratic process within our congregations and society at large
- The goals of world community with peace, liberty, and justice for all
- Respect for the interdependent web of all existence of which we are a part.

The living tradition we share draws from many sources:

- Direct experience of that transcending mystery and wonder, affirmed in all cultures, which moves us to a renewal of the spirit and openness to the forces which create and uphold life
- Words and deed of prophetic men and women which challenge us to confront powers and structures of evil with justice, compassion, and the transforming power of love
- Wisdom from the world's religions which inspire us in our ethical and spiritual life
- Jewish and Christian teachings which call us to respond to God's love by loving our neighbors as ourselves
- Humanistic teachings which counsel us to heed the guidance of reason and the results of science, and warn us against idolatries of the mind and spirit.
- Spiritual teachings of Earth-centered traditions which celebrate the sacred circle of life and instruct us to live in harmony with the rhythms of nature.

Grateful for the religious pluralism which enriches and ennobles our faith, we are inspired to deepen our understanding and expand our vision. As free congregations we enter into this covenant, promising to one another our mutual trust and support.

The Unitarian Universalist Association shall devote its resources to and exercise its corporate powers for religious, educational and humanitarian purposes. The primary purpose of the association is to serve the needs of its member congregations, extend and strengthen Unitarian Universalist institutions, and implement its principles.

WELCOMING CONGREGATION

WHEREAS WE THE MEMBERS OF THE SANFORD UNITARIAN UNIVERSALIST CHURCH HAVE COME TO UNDERSTAND THAT:

Lesbian, gay, bisexual and trans-gendered persons in our society have long suffered the effects of unjust discrimination and oppression in many significant areas of their lives, and

Churches bear a particular responsibility for being in the forefront of the work of transforming societal attitudes and practices with respect to lesbian, gay, bisexual, and trans-gendered persons, and

Our Unitarian Universalist religious heritage calls to compassion, inclusivity, and the creation of justice in our congregation and in the larger community,

WE DO HEREBY RESOLVE TO:

be inclusive and expressive of the concerns of lesbian, gay, bisexual, and trans-gendered persons, and celebrate the lives of lesbian, gay, bisexual, and trans-gendered persons, welcome same-sex couples, and recognize their committed relationships, and

seek to nurture ongoing dialogue among lesbian, gay, bisexual, trans-gendered, and heterosexual persons, and to create deeper trust and sharing, and

as advocates for lesbian, gay, bisexual, trans-gendered people, attend to legislative developments that will affect their lives and work to promote justice, freedom, and equality in the larger society,

AND THEREFORE DECLARE OUR INTENTION TO BE KNOWN AS A WELCOMING CONGREGATION.(Adopted by the congregation at the May 17, 1997 Annual Meeting)

STATEMENT OF INCLUSIVENESS

FROM THE CHURCH BYLAWS (MAY 1996 REVISION) – ARTICLE V

Neither arbitrary, inappropriate nor discriminatory criteria shall be applied by any member of the church community in

- admission for membership in the church
- calling as a religious professional by the church
- employment in the church, either paid or volunteer
- membership or participation in any church group or in any church - sponsored activity
- service as an officer of the church or of any church group

A GREEN SANCTUARY

Being a Green Sanctuary is one of the ways we work toward a vision of a healthier, more sustainable future.

As a recognized Green Sanctuary, we live with a deep awareness of our climate crisis and the deep environmental injustices of our time. We commit to four practices, grounded in Unitarian Universalist principles:

- **Environmental Justice:** We partner with marginalized communities who are hit first and hardest by environmental crisis. In partnering with these communities, we are able to address human and environmental needs at the same time.
- **Worship and Celebration:** As we work together towards a cleaner, more just and sustainable world, worship inspires our work and reminds us of what is most sacred and most true.
- **Religious Education:** Our workshops and programs for all ages shape attitudes and build practices that are sustainable and spiritually-grounded.
- **Sustainable Living:** We treat the world more gently by using fewer resources and being mindful of the choices we make, both as a congregation and as households.

OUR HISTORY: THE 1ST CENTURY, 1909-2009

The following expression of who we are is Lee Burnett's eloquent Case Statement for Sanford Unitarian Universalist Church.



For nearly a hundred years, the Sanford Unitarian Universalist Church has welcomed the world to a street corner in small-town Maine.

The church's location at a busy downtown intersection has been a happy fit for its ministry of service. "Love is the spirit of this church and service its law," is the covenant church members recite aloud every week. Since its founding in 1909, the church has led by example in its commitment to community service, social justice, individual spiritual development, the dignity of all and the emotional and moral development of children. It begins with the welcome sign at the front door which is almost always open. You don't need an appointment to see the minister. You don't need to be buzzed in past a security door. The doors are open.

The doors are open to...music: From the beginning, the church has nurtured and cherished a rich variety of music. The church's Estey tubular pneumatic organ - a gift of Edward H. Hussey in 1918 - and the Steinway grand piano - a gift of Mr. and Mrs. Clyde Reed in 1939 - are both town treasures. The first musical group was a male quartet comprised of William S. Nutter, Bentley Aveyard, William H. Hill and Walter E. Nutter. In the early years, choir director and organist Professor Frank L. Rankin gave community concerts on Sunday evenings. He also conducted a male choir that performed at other churches including the Arlington Street Church in Boston. During the 1980s, Goodall Hall, adjoining the church, was the site of popular coffee-house concerts that raised money for peace activities. In 1983, George Willard gave the church a set of hand bells - in memory of his late wife Joyce - that are used by the choir on special occasions. Today, music lovers are treated to new music almost every week: folk concerts, gospel choirs, drumming circles, bell choirs, solo artists and children's piano recitals.

The doors are open to... children: The moral, spiritual and emotional development of children has always been at the forefront of the church. Within a year of its founding, the church had organized Sunday School classes that drew 200 children. Sports-minded children flocked to Goodall Hall - a church addition built in 1928 thanks to the philanthropy of Thomas F. Goodall. Over the years, the church has sponsored Boy Scout troops, youth groups and summer camp programs. Two of the church's most important current programs were Coming of Age, an exploration of spirituality for junior-high-age students, and Our Whole Lives, a sex education program that teaches children and young adults how to make sexual decision that support their health and personal development.

The doors are open to . . . commitments to social justice: When the KKK reared its head in Sanford in 1924 - holding a series of well-attended meetings and a rally at Goodall Park - Rev. Harry Lutz was among the local clergy that spoke out against the Klan's hate mongering message. In 1983, church members participated in the largest peace march in U.S. history, in New York City against the MX missile buildup. And beginning in 1992 and lasting a year, church members held a once-a-week vigil in Central Park to protest the first Gulf War. Church members took leadership roles in campaigns to enact a gay rights law in Maine and in 1999, the church formally became a "welcoming community" to gay, lesbian, bisexual and transgender people.

The doors are open to . . . the town: The church's boxy bell tower has been a downtown landmark since the Unitarian Meeting House, as it was originally called, opened in 1918. The Unitarian religion was brought to Sanford in 1909 in the form of a Town Hall-lecture series underwritten by seminal figures in the town's history, namely George B. Goodall and Louis B. Goodall, who with their father Thomas and others developed the town's growing textile mill complex, together with Fred J. Allen and E. E. Hussey. But it was the women of the church who took the lead in raising money for a church building. The church was designed by Edwin J. Lewis of Boston, a Unitarian himself and one of the nation's leading church architects. The building's overall symmetry and classical lines evoke the Colonial Revival style popular at the turn of the century, but it fits no single style because of its many eclectic details - such as its stucco siding, bell tower once detailed with um finials, brick quoins at comers, and arch-topped key-stoned windows.

The church has changed with the town. For many decades, the church was the pre- eminent social institution in a very cohesive community. As the community became a sports- loving town, the church responded, opening Goodall Hall to community used and hosting annual high school football banquets that became popular in the 1930s. The closing of the textile mills in the mid-1950s was the end of an era for the town and the church, but they both rebounded.

As the town diversified and became a regional center for shopping, jobs and services, so too did the church extended its reach. The church became a welcoming place for newcomers to town and drew people from surrounding towns.

The doors are open to . . . people in need: People who come to the church for help of any kind know that in their vulnerability their dignity will be respected. The church provides the only walk-in referral service in town and is the only church in town with a discretionary fund for emergency relief. Early church members - following in the footsteps of famous Unitarian Clara Barton - organized the local chapter of American Red Cross and nursed people stricken in the 1918 Flu epidemic. For 20 years, the church sponsored a free meals kitchen that served 150 meals a week. The church now operates the recently established Comer Cupboard, which every month

distributes free household essentials like soap, toothpaste and diapers to the poor and homeless.

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"I don't know what I'd do [without the Corner Cupboard]. It means a lot to me. I thank God every day, even though it's [open] only once a month." - 58-year-old Joyce Hynes as she waited in line at the Corner Cupboard one cold December day.

The church also provides space to the following community groups:

- Training of hospice volunteers by both Hospice of Southern Maine and Beacon Hospice
- Classes by Violence No More, a certified batter intervention program
- Meetings of a home-schooling support network
- A summer arts program
- Community Thanksgiving dinners

These programs couldn't go on without space at the church. In total, the church provides space, volunteer time and staff support to the community worth more than \$86,000.

The doors are open ...to the future: Just as the town is now moving to revitalize its historic downtown, the church is moving to revitalize its own building. It is simply inadequate to fully serve modern needs. This was underscored by York County Shelters' decision to move the meals kitchen, after 20 years at the church, to a fully handicapped accessible location. Eighteen years after passage of the Americans with Disabilities Act, the church still lacks handicapped accessible bathrooms and a wheelchair lift. The church kitchen is 40 years out of date. The inefficient heating system hogs money that could be put to better use. And interior space is wasted by small, single-purpose rooms. These multiple shortcomings prevent the church from becoming a true community center. The church has taken an affirmative first step in revitalizing itself by hiring architect Paul Minor of Concord, Massachusetts, who developed a building assessment and feasibility study in May 2007. Minor designed renovation that maintain the character of the building, while making it more functional for wider kinds of uses.

His recommendations include:

- A new front entrance at street level that opens into a spacious, daylight foyer.
- A handicapped-accessible bathroom and an open-platform wheelchair lift that makes all three levels of the church full accessible.
- Additional classroom space and a conference room.
- A small performance space and stage that doubles as a reception area with kitchenette.
- A new furnace and zoned hot-water heating system.
- A small outdoor playground.

These improvements could cost \$500,000, which is far beyond the modest means of the 100-member church community to undertake alone. The congregation is committed to this project which they see as vital to transforming the church into a true community center. The church had an opportunity to move when approached by a real estate developer in 2005. But the prospect of a brand new building wasn't enough to abandon the corner of Main and Lebanon Streets. The congregation voted to stay in the thick of it all, where they belong.

The doors are open to . . . you: Please join the effort to expand this friendly, street-corner ministry. A generous financial contribution will help the congregation live up to its mission: "To foster and celebrate religious freedom, spiritual growth and social justice in a diverse, intergenerational congregation through worship, education and community."

The Future is Now: Our 2nd Century Begins, 2010-2018

Since the case statement was written in 2010-2011, the church has moved forward on several fronts:

The church completed a capital campaign that raised \$230,000 in gifts, grants and a philanthropic investment, which enable the church to tackle the following improvements: a handicapped accessible bathroom and kitchenette in the parlor, bell tower repairs and painting, roof truss strengthening, rewiring, and insulation. The crowning improvement has been the greening of our heating system with installation of a 10 kilowatt solar panel system and air- source heat pumps, which has reduce annual energy costs by about one third.

In addition, use of church space has evolved. The following groups use the church on a regular basis:

- Narcotics Anonymous - weekly support group
- Violence No More classes - weekly meetings of certified batterer intervention program
- Alcoholics Anonymous - twice a week support group

- Maine People's Alliance and Maine Unitarian Universalist Social Action Network -weekly Music Lessons - twice a week private instruction
- Comer Cupboard -a monthly non-food pantry
- Project CommUnity - monthly meeting of social justice and community service group.

Our doors are now wide open to: The UU Church of Saco-Biddeford, with whom we share a new minister, The Reverend Shay MacKay, who joins us on August 1, 2018, just in time to help us celebrate the beginning of our 2nd Century in our present building on the corner of Main and Lebanon Streets, in Sanford, Maine.

- Lee Burnett, July 8, 2018

CHURCH BY-LAWS

SANFORD UNITARIAN UNIVERSALIST CHURCH BY-LAWS, 2017

Revision 5/5/96

Amendments:

Article 8:2 Revision: Adopted March 28, 1999

Article 6:6 Revision: Adopted May 23, 1999

Article 13:1g Revision: Adopted June, 2, 2002

Revision: May 2017

In addition to restructuring, editing and formatting changes - the following changes were made:

ARTICLE IV: Updated name of the NNED from the Northeast District to the Northern NE District UUA.

ARTICLE VII. 7.4: The Annual Meeting notice shall be posted 4 weeks before the meeting, changed from 15 days.

ARTICLE VII. 7.6: Change from 20% to 25% of active members shall constitute a quorum for consideration of ordinary business at congregational meetings.

ARTICLE X. 2: The requirement that the Nominating Committee present the slate of officers to the congregation 6 weeks prior to the Annual Meeting was removed.

ARTICLE XII: The Board tightened up the language and removed the requirement of the seven member search committee.

No written document can describe all aspects of the working relationship in this church. Therefore, all parties involved in church operations are encouraged to work together in a spirit of cooperation that ensures the presence of good will, the evocation of skills, the application of common sense, and the fulfillment of responsibilities."

ARTICLE I - NAME

- 1.1 The church shall be known as the Sanford Unitarian Universalist Church (SUUC).
- 1.2 Whenever the word "Church" is used in these bylaws or their amendments, it shall signify the legal corporate church as established.

ARTICLE II – MISSION

The mission of this Church is to foster and celebrate religious freedom, spiritual growth, and social justice in a diverse intergenerational congregation through worship, education, and community.

ARTICLE III – COVENANT

Love is the spirit of this Church and service its law. This is our great covenant: to dwell together in peace, to seek the truth in love, and to help one another.

ARTICLE IV – AFFILIATION

This Church shall be a member of the Unitarian Universalist Association (UUA), and of the Northern New England District Unitarian Universalist Association (NNED), and their successors.

ARTICLE V – WELCOMING CONGREGATION

Welcoming Congregation Affirmation: “We affirm and promote the full participation of persons in all our activities, including membership, programming, hiring practices, and the calling of religious professionals, without regard to race, color, gender, gender expression, physical ability, affectational, or sexual orientation, age, or national origin.”

ARTICLE VI – MEMBERSHIP

This article describes qualification for membership, types of membership, and the rights and responsibilities accorded to members.

6.1 Member

An individual who:

- a. Has attained the age of 14, and
- b. Has discussed membership with the Minister, an Officer of this Church, or the Chairperson of the Members and Friends Committee, and
- c. Affirms an accord with the UUA Principles and Purposes, and
- d. Affirms an accord with the Mission and Covenant of this Church, and
- e. Has signed the Membership Book

6.1.1 Active Member

A Member who, in the preceding calendar year, has fulfilled one of the following requirements:

- a. Has attended at least 3 services, or
- b. Has contributed financially to the support of the church, or
- c. Has participated in church committees or congregational activities,
or
- d. Has requested to maintain Active Member status.

Rights and Responsibilities:

Active Members:

- a. Are expected to, within the best of their capabilities:
 - i. participate in congregational life, and
 - ii. support the activities of the congregation, and
 - iii. provide financial support to meet the needs of the congregation
- b. May attend and be recognized to speak at Board meetings
- c. May attend and be recognized to speak at meetings of the congregation
- d. May serve on committees
- e. May serve as a member of the Board of Management

- f. May serve as Committee Chairperson
- g. May vote at meetings of the congregation if the Active Member also meets the definition of Voting Member
- h. Are reported as Members on official roster.

6.1.2 Inactive Member

A Member who no longer fulfills the requirements for Active Member
Rights and Responsibilities:

Inactive Members:

- a. Are invited and encouraged to:
 - i. Participate in all aspects of congregational life
 - ii. Support the activities of the congregation
 - iii. Provide financial support to meet the needs of the congregation
- b. May attend, and may be recognized to speak at Board meetings, at the invitation of the President
- c. May attend, but may not be recognized to speak at meetings of the congregation, except at the invitation of the President
- d. May attend, but may not vote at meetings of the congregation
- e. May not serve on committees
- f. Are not reported as Members on official rosters
- g. Will remain an Inactive Member until they:
 - i. Provide notice of their desire to be reinstated to Active Membership, and
 - ii. Meet the requirements of Active Member, or
 - iii. Make a request to the Board to no longer be a Member of the Church

6.1.3 Voting Member

An Active Member who:

- a. Has signed the membership book 30 days or more prior to the congregational meeting, and
 - i. Has been an Active Member of the congregation for the past six months. The six-month qualification period provides the opportunity for becoming familiar with the character, philosophy, and organization of the church.
 - ii. Or has been associated with another Unitarian Universalist church or fellowship for at least 6 months prior to the congregational meeting

Rights and Responsibilities:

Voting Members:

- a. May attend and be recognized to speak at meetings of the congregation
- b. May vote at meetings of the congregation

6.2 Other Forms of Church Participation

6.2.1 Youth Participant:

An individual under the age of 18 attending church who has not signed the membership book

Rights and Responsibilities:

Youth Participants:

- a. Are invited and encouraged to participate in all aspects of congregational life
- b. May, but are not required to participate in the religious education program
- c. May participate in youth programs and activities
- d. May attend, and may be recognized to speak at Board meetings at the invitation of the President
- e. May attend, and may be recognized to speak at meetings of the congregation, at the invitation of the President
- f. May attend, but may not vote at meetings of the congregation
- g. May not serve on committees
- h. May not serve as a member of the Board of Directors
- i. May not serve as Committee Chairperson
- j. Are not reported as members on official rosters.

6.2.2 Friend

An individual who:

- a. Has not met the requirements of membership, or
- b. Has previously met the requirements of membership, but has requested removal from the membership roster, or
- c. May be in the process of determining if this congregation meets their spiritual needs.

Rights and Responsibilities:

Friends:

- a. Are invited and encouraged to:
 - i. Participate in all aspects of congregational life
 - ii. Support the activities of the congregation
 - iii. Provide financial support to meet the needs of the congregation
- b. May attend, and may be recognized to speak at Board meetings, at the invitation of the President
- c. May attend, and may be recognized to speak at meetings of the congregation, at the invitation of the President
- d. May not serve on committees
- e. May not serve as Committee Chairperson
- f. May not vote at meetings of the congregation
- g. Are not reported as Members on official rosters

6.3 Membership Administration

6.3.1 Membership may be terminated by action of the Board under the following conditions:

- a. The Member requests a letter of introduction to another church from the Clerk
- b. The Member gives written or verbal notice of resignation to the Clerk

- c. A 2/3 majority vote of the Congregation instructing the Board to terminate membership for cause
- 6.3.2 The Members and Friends Committee, in conjunction with the Minister and the President of the Board of Management, shall undertake a yearly review of membership in order to keep the membership lists current.

ARTICLE VII – BUSINESS MEETINGS OF THE CONGREGATION

- 7.1 The fiscal year shall be from 1 July through 30 June.
- 7.2 An Annual Meeting of the Church (Annual Meeting) shall be conducted during each fiscal year. The date of the Annual Meeting shall be determined by the Board of Management. The business of this meeting shall include:
 - a. Annual reports of the Board, Officers, Committees, Director of Religious Education, various Church organizations, and the Minister;
 - b. The election of Church Officers; and
 - c. The adoption of a budget for the fiscal year.
- 7.3 A special meeting shall be called by the Clerk:
 - a. Upon the request of not fewer than four member of the Board of Management, or
 - b. Upon the signed request of twenty Voting Member of the Church, for such purposes only as shall be stated in the notice.
- 7.4 A notice of the date, hour, place, and agenda of every Annual Meeting shall be posted conspicuously for no less than 4 weeks before the meeting, and announced in church for four Sundays before the meeting. Notice shall also be given to all members via posting in the newsletter and by mail or email, at least 4 weeks before the meeting.
- 7.5 A notice of the date, hour, place and agenda of every special meeting shall be posted conspicuously for no less than 15 days before the meeting and announced in church for at least two Sundays before the meeting. Notice shall also be given to all members via posting in the newsletter by regular mail or email at least 15 days before the meeting.
- 7.6 Twenty-five (25) percent of the Voting Members of the Church shall constitute a quorum for the consideration of ordinary business. A simple majority vote of those present shall decide any issue with the following exceptions;
 - a. A vote of two thirds of the Voting Members present shall be required for the sale or purchase of property or a change in the bylaws,
 - b. An eighty (80) percent vote of those Voting Members present shall be required to call a minister or dismiss a minister.
- 7.7 Procedural questions at any given meeting shall be decided by reference to the most recent edition of Roberts Rules of Order. [Appendix A Handbook of Operations]
- 7.8 Active Members and Voting Members may attend and be recognized to speak at meetings of the congregation.

- 7.9 Inactive Members, Youth Participants, and Friends may attend, and may be recognized to speak at meetings of the congregation, at the invitation of the President.

ARTICLE VIII – OFFICERS

- 8.1 Officers of the Church shall be: President, who serves as Chairperson of the Board of Management; Vice President; Clerk; Treasurer, who is the disbursing agent; Financial Secretary, who is the receiving agent; and three Liaisons, who serve as the means of communication between the Board and Committees.
- 8.2 The President, Vice President, Clerk, Treasurer, and Financial Secretary shall be elected at the Annual Meeting for a term of two years and shall continue to hold office until successors are elected. These officers shall be limited to two consecutive terms and are eligible to serve again after a lapse of one year. In any year when a settled minister is replaced or there is no settled minister, officers may serve an additional term.
- 8.3 There shall be three Liaisons, one of whom shall be elected at each Annual Meeting, to facilitate communication between the committees and the Board
- a. Liaisons shall serve a term of three years, or until a successor is elected, and shall not be eligible for election as a Liaison again until one year has elapsed since the end of their term.
 - b. All Liaisons shall serve on the Committee Council and attend Committee Council meetings.
- 8.4 The eight Officers (President, Vice President, Clerk, Treasurer, Financial Secretary, and three Liaisons) plus the Minister and the Director of Religious Education shall constitute the Board of Management. The Minister and the Director of Religious Education, however, are non-voting members of the Board.

ARTICLE IX – COMMITTEES

- 9.1 The standing Committees of the church shall be Building & Grounds, Budget & Finance, Committee on Ministry, Denominational Affairs, Members & Friends, Religious Education, Stewardship, Worship Associates and Nominating Committee.
- 9.2 Additional committees may be designated by the Board of Management.
- 9.3 Each committee shall appoint a representative to the Committee Council. These appointees, plus the Vice President and the three Liaisons, shall constitute the Committee Council.

ARTICLE X – NOMINATING COMMITTEE

- 10.1 There shall be a Nominating Committee of three members, one of whom shall be elected at each Annual Meeting, to recruit and present a slate of Officers and Nominating Committee member for election at the Annual Meeting
- a. The Nominating Committee shall choose a Chair from among its members.
 - b. Members of the Nominating Committee shall serve a term of three years, or until a successor is elected, and shall not be eligible for Nominating

Committee membership again until one year has elapsed since the end of their term.

- c. One member of the Nominating Committee shall attend the Committee Council meeting.
- 10.2 At least six weeks prior to the Annual Meeting, the Board of Management shall present to the Chair of the Nominating Committee a list of positions that will be open at the end of the fiscal year.
- 10.3 All elected positions are subject to additional nominations from the floor at the Annual Meeting.

ARTICLE XI – THE COMMITTEE ON MINISTRY

- 11.1 The Committee on Ministry is made up of three Church members who have the confidence of both the Minister and the Congregation. They serve to facilitate communication between the Congregation and the Minister.
- a. Each member shall serve a three year term, with one member rotating off each year, and are not eligible for a second term until one year has elapsed since the end of their last term.
 - b. At the first meeting of the Board of Management following the Annual Meeting, the Minister will submit a list of three names for each vacancy. The Board will select the new member(s) of the committee from the submitted list.
- 11.2 When a new Minister has been called, the existing Committee on Ministry is disbanded and a new committee is formed.

ARTICLE XII – MINISTERIAL SEARCH COMMITTEE

Upon the resignation, permanent disability, death, or dismissal of a Minister, a search committee shall be called and proceed in accordance with procedures recommended by the Department of Ministry and Professional Leadership Ministerial Settlement System of the Unitarian Universalist Association and shall work in consultation with the Ministerial Settlement Representative of the UUA. This Committee shall recommend a candidate.

ARTICLE XIII – CHURCH GOVERNANCE

- 13.1 Board of Management
- The Board of Management shall have general charge of all business affairs of the Church and its policies and administration, including the appointment of committees, approval of committee chairpersons, and formations of new committees.
- a. The membership of the Board of Management shall consist of Officers and Liaisons, plus the Minister and Director of Religious Education, ex officio as non-voting members.
 - b. The regular meetings of the Board of Management shall be held at least monthly except for the months of July and August. Five Voting Members present at a meeting shall constitute a quorum.
 - c. Special Meetings of the Board may be called at the order of the President of the Board, or at the pleasure of any other Officer of the Board, due notice

being given to all members of the Board of Management, the notice stating the purpose for which the meeting is being convened.

- d. The Board of Management may authorize an expenditure of not over \$5,000.00 without a vote of the congregation, except in one of the following two circumstances:
 - i. The Board may authorize the expenditure of over \$5,000.00 as severance pay for a minister who has been dismissed.
 - ii. The Board may authorize the expenditure of over \$5000.00 in the event of an extreme emergency, by the unanimous vote of all Voting Members of the Board present.
- e. The Board shall designate one to three Church Members to review the Church financial status at the end of each fiscal year. Members of the Board of Management, elected Officers, Budget and Finance Committee members may not serve as reviewers.
- f. Any vacancies among the Officers, Liaisons, or Nominating Committee members that exist after the Annual Meeting shall be filled until the Annual Meeting of that fiscal year by determination of the Board of Management after consultation with the Nominating Committee.
- g. Procedural questions at any given meeting shall be decided by reference to the most recent edition of Roberts Rules of Order [Appendix A Handbook of Operations]. Members or Friends may be recognized by the President to speak at Board meeting.

13.2 The Committee Council

- a. The Vice President, the three Liaisons, and a representative of each Church committee shall be members of the Committee Council.
- b. The Church Vice President shall serve as the chair/facilitator of the Committee Council.
- c. The Committee Council shall meet monthly as needed.
- d. The Council will coordinate the Church calendar, evaluate programs, discuss common issues, and deal with other items as they may arise.
- e. The Liaisons will work with the Committees individually, as needed, and convey information between the Board and the committees.

13.3 Employees

- a. The Board of Management may hire and dismiss employees such as a Director of Religious Education, Administrative Assistant, Sexton, or others as deemed necessary, with the employment agreement being signed by the President, as official representative of the Church.
- b. Employment may be terminated by either party without notice.

ARTICLE XIV – THE MINISTER

14.1 The Minister

- a. Election of a Minister shall be by written ballot and shall require approval from eighty (80) percent of the Voting Members of the Church present at a meeting

- legally called for that purpose. If the candidate fails election, another candidate shall be nominated by the Search Committee.
- b. To be eligible for election, a candidate to be a Minister of the Church must hold, or be applying for, Ministerial Fellowship with the Unitarian Universalist Association, and must thereafter maintain such Fellowship to continue the ministry of the Church. A three-month notice or grace period would apply while/if the Minister sought reinstatement of Ministerial Fellowship
 - c. The Minister shall consult with and advise the Board of Management as to the administrative affairs of the Church and shall attend meetings of the Board. As circumstances suggest and as time permits, they shall keep in touch with all phases of the church; they shall be a member ex-officio, without vote, of all committees except the Ministerial Search Committee.
 - d. It shall be the duty of the Minister to keep an official record of funerals, dedications, marriages, and new memberships of the church, in a book provided for that purpose, and to report these quarterly to the Board of Management
 - e. The Minister of the Church shall have a salary determined by a vote of the Church Members at a regularly called meeting of the Church. The Board of Management shall recommend any salary adjustment in the annual budget to be voted upon at the Annual Meeting
 - f. The Board may exclude the Minister from a meeting discussing her/his salary or performance, letting the Minister know the reason for the exclusion and providing the Minister with a summary of the decisions reached, or the matters discussed. A representative from the Committee on Ministry will be present at any Board meetings where the Minister is excluded as above.
 - g. The term of any called ministry will be indefinite. Either party may terminate the ministry with ninety (90) days notice to the other party.
 - h. In the event of resignation, earned vacation leave shall be paid by the Board.
 - i. Should the Congregation propose to terminate the ministry, the advice of the UUA and the Good Offices Person of the Northern New England Chapter of the UUMA – shall be sought prior to taking action.
 - j. Termination of the Minister is contingent upon an 80% vote by written ballot of the Voting Members at a properly called meeting of the Congregation.
 - k. A severance salary for the Minister may continue for up to three months, subject to a vote of approval by the Board of Management. In the event of dismissal, earned vacation leave shall be paid by the Board.
 - l. Upon termination, the Minister shall vacate the premises promptly.

ARTICLE XV – BYLAWS

These Bylaws shall determine the governance of the Church effective with the date of their passage. Since authority in this Church resides in congregational polity, the Membership shall retain the right to propose amendments to the Bylaws, in whole or in part, whenever necessary. In addition, the Board of Management shall conduct a triennial review of the Bylaws in order to ensure that they will continue to support the Church in the fulfillment of its mission. Any proposed amendments to the Bylaws will be

decided at either the Annual Meeting or at a Special Meeting following the process stipulated in Article VII.

ARTICLE XVI – DISSOLUTION

Upon dissolution of this Church, all its property, real and personal, subject to all just and legal claims upon it, shall be vested in the Unitarian Universalist Association or its successor organization.

Chapter 2. Church Leadership

OUR MINISTER

Rev. Shay Mackay

OUR ELECTED LEADERS 2017-2018 Board MembersTerm ends

President:	Diane Whiteside-Peck	June 30, 2019
Vice President:	Karen Nelson	June 30, 2019
Clerk:	Janie Waterhouse	June 30, 2020
Financial Secretary:	Ginny Howe	June 30, 2020
Treasurer:	Marcel Gagnon	June 30, 2019
Liaisons:	Patty Kidder	June 30, 2019
	Judi Reis	June 30, 2020
	Cheryl Weymouth	June 30, 2021
Nominating Committee:	David Agan	June 30, 2021
	Vicky Bugado	June 30, 2020
	Lisa Huestis	June 30, 2019

Ministerial Search Committee 2018: Lee Burnett, Tom Huber, Lisa Huestis,
Evelyn Labree

OTHERS WHO SERVE

Choir Director	Charlie Grindle
Pianist	Ruth Leipold
Church Historian	Helen Kane

COMMITTEE AND GROUP CONTACTS

Budget and Finance Chair:	Peg Sawyer
Building and Grounds:	Bob McCormick
Caring Circle Chair:	Gail Burnett
Corner Cupboard:	Judi Reis and Dee Ames
Earth Stewards Green Team:	Judi Reis
Faith In Action Team (F.I.A.T.):	Patty Kidder
Homesteaders:	Jan Sacco, Melody Wood
Members and Friends:	Tonia Chase
Music Committee Chair:	Melody Wood
Religious Education Committee:	Vicky Bugado and Patty Kidder
Stewardship	Helen Kane
Women's Alliance:	Nancy Farnham
Worship Associates:	Evelyn LaBree

SANFORD UU CHURCH EMERGENCY NAMES AND NUMBERS

- **Facilities Manager - Bill Ouellette - 207- 468-2184**
- **Bob McCormick - Building and Grounds – (H) 207- 490-0852, (C) 207- 432-1018**
- American Security Alarm, Inc. 207-324-3353
- Brown Electric - Alan Brown – 207-324-6154 Office, 207-252-5430 Cell
- Dean & Allyn, Inc. 207-657- 5646 Sprinkler system inspection
- Doug Cormack Major Appliance Repair 207-646-6689
- P Gagnon & Son, Inc.– If out of oil 800-696- 2213
- Pat Herrick 207-676-3330
- ME State Security Chris L'Heureux 207-247- 4371
- Jeremy Desrochers 207-651-9474 For furnace issues
- Portland Computer Company (copier) 207-797- 7224
- **Police Business 207-324-9170; 207-324-3644 Ext. 1**
- **Sanford Fire Station**
Peter Cutrer, Fire Marshal 207-324-5293
Capt. Ron Grondon, Capt. Cushing 207-324-9160
Robert Neal, Fire Chief 207-324-9162
Sue Nye, Chief's Secretary 207-324-9162
- Snow Removal Bob McCormick 207-490-0852 Home; 207-432-1018 Cell
(updated 5/2018)

CHURCH NEWSLETTER UU NOTES

The church newsletter is published in order to bring information about Sunday Services, church events, committee plans, religious education news, etc., to members and friends of the church. Board members, committees and others with information to communicate to church members and friends are urged to use the newsletter to spread the word. The newsletter is also sent to other UU Churches in the Northern New England District, the Northern New England District Office, the Unitarian Universalist Association (UUA) in Boston, local libraries and former church members.

The newsletter is compiled by the Newsletter Editor (the Administrative Assistant) and e-mailed and snail mailed monthly. The newsletter is uploaded to the church website and hard copies are available in the parlor.

Certain information is included in each issue, such as the minister's column, upcoming events, Sunday Sermon titles, Religious Education news. Other news and information may be included.

The deadline for newsletter articles is two days prior to the publication date which is usually the first work day of each month.

Whenever possible the newsletter is e-mailed. Upon request, it can be mailed but a contribution toward costs is encouraged. (updated 2018)

INFORMATION ABOUT CHURCH DIRECTORIES

The following directories or lists change frequently and may not be included in this handbook. Copies are available from the church office.

DIRECTORY OF MEMBERS AND FRIENDS: Usually updated each year in the fall by the Members and Friends Committee and the Administrative Assistant, who serves as the Directory Editor.

DIRECTORY OF MEMBERS OF THE BOARD OF MANAGEMENT, COMMITTEE CHAIRS, MEMBERS-AT LARGE, ETC.: Updated each year during the summer.

EMERGENCY TELEPHONE NUMBERS: This list is updated frequently by the **Building and Grounds Committee and the Administrative Assistant** and is made available to outside groups using the church and to church members. The most up-to-date list is posted in the church office, in the parlor, in the vestry and in the Minister's office. Check the date. If you need a newer one ask the Administrative Assistant for it.

(updated 2018)

CHURCH STAFF

CHURCH STAFF MEMBERS

Director(s) of Religious Education: Mesha and Ryan Quinn

Administrative Assistant: Mona Ouellette

Facilities Manager/Sexton: Bill Ouellette

JOB DESCRIPTIONS OF STAFF

DIRECTOR OF RELIGIOUS EDUCATION

The job of the Director of Religious Education is to coordinate the efforts of the Religious Education Committee, based on the “life span” religious education model with special emphasis on activities for children from age three to grade 12.

In general, the Director of Religious Education:

1. Assists the R.E. Committee in recruiting teachers.
2. Trains and supports teachers.
3. Acts as a resource person for the committee.
4. Assists the committee with organization and implementation of the curriculum and special events.
5. Keeps appropriate files.
6. Keeps the committee informed of all aspects of the program.
7. Assists the R.E. Chairperson with the agenda for meetings and the budget.
8. Attends all R.E. Committee meetings.
9. Attends meetings of the Board of Management as needed.
10. Assists with the creation of the R.E. Calendar for the year. Meets regularly with the Minister.
11. Communicates Religious Education information to the Minister, the parents, the teachers and the congregation.
12. Is responsible for Children’s Worship as needed within the parameters of the program.
13. Assists the R.E. Committee with Adult Education.
14. Attends professional workshops and events as appropriate.
15. Hires and supervises child care personnel.

Supervision and evaluation:

The Director of Religious Education will be supervised by the Minister.

The Director of Religious Education and the job description will be evaluated through a process led by the Minister. Evaluations will generally take place annually in the spring in time for recommendations regarding the next year’s budget planning.

The Director of Religious Education works 10 months per year as contracted with the church. She or he is on duty three Sundays out of four with one Sunday off per month.

ADMINISTRATIVE ASSISTANT

This is a general office position involving all aspects of office administration. The Administrative Assistant works under the direction of the Minister.

Duties of the Administrative Assistant:

1. Collect and distribute office mail.
2. Maintain office files.
3. Answer the telephone, including routing and responding to messages on answering machine and changing the message weekly or as needed.
4. Compile, edit and mail the church newsletter (including duplicating, collating, stapling, folding, adding labels and stamps, and delivering to Post Office). Small changes are made, then the newsletter is saved as a PDF to email to congregation and added to the website.
5. Maintain current mailing lists (computerized and hard copy), the Facebook page and the Website.
6. Work with Corner Cupboard as needed.
7. Work with the Fundraising Committee to produce posters, tickets, etc.
8. Set up for various events – concerts, in-house events, meetings.
9. Maintain office supplies and supplies for Sexton.
10. Serve as official keeper of church calendar.
11. Serve as the primary contact and rental agent for outside groups using the church building. The President reviews and approves or disapproves all requests, with some requests requiring Board of Management approval as well.
12. Maintain master key list, retrieve extra keys, distribute keys, order new keys.
13. Produce, edit, copy and fold *Order of Service* for weekly worship services and special events, including preparing informational inserts.
14. Care and feeding of office hardware (computer, copier, phone, etc.)
15. Provide typing and photocopying for Minister and committees.
16. Copy "visitor packets" and "new member packets" as needed.
17. Create, copy, collate and staple *Members & Friends Directory* and *Church Annual Report*.
18. Produce mailings for special events.
19. Handle publicity regarding special upcoming events, services, etc. Posts to local newspapers, channel 12 Metrocast, Craig's List, local television online calendars, and local churches.
20. Process electronic mail
21. Act as receptionist for walk-in requests for assistance.
22. Provide bookkeeping duties including entering of receipts, invoices, payroll and preparation of checks for signing by the treasurer.
 - a. *Accounts Payable*: prepare checks, checkbook register (computerized), report monthly interest income and expenditures from restricted funds to Budget & Finance Committee.
 - b. Reconcile all bank accounts
 - c. Pay the SECA taxes quarterly, payroll taxes monthly.

- d. Prepare reports for the Treasurer
 - e. Transfer funds as needed per instructions from the Treasurer or the Board of Management
23. Notify the three local television stations of cancellation of church service or event, posts cancellation on the website, Facebook page, changes the answering machine from home and sends a congregational email.

Supervision and evaluation:

The Administrative Assistant will be supervised by the Minister.

The Administrative Assistant and the job description will be evaluated through a process led by the Minister. Evaluations will generally take place annually in the spring in time for recommendations regarding the next year's budget planning.

The Administrative Assistant works 20 hours plus 8 hours of additional at-home hours. Summer hours are 15 hours a week for ten weeks.

(Updated 2018)

FACILITIES MANAGER / SEXTON

Duties of Facilities Manager:

1. Work for the Corner Cupboard as needed including cleaning, set up and break down monthly and picking up orders.
2. Vacuum, sweep, mop all floors from the minister's study to the basement.
3. Empty all trash receptacles in the building and arrange for disposal with trash separated from recyclable materials.
4. Maintain cleanliness in all bathrooms in the building.
5. Make certain all bathrooms are stocked with toilet paper, paper towels, and soap. Inform the church administrator when these items need to be re-ordered.
6. Clean carpets.
7. Run the dishwasher and unload it weekly.
8. Set up and break down for scheduled functions, including Summer services in the parlor.
9. Purchase decorations, decorate, remove and store for Christmas and Easter.
10. Notify the Building and Grounds Committee of any special building repair needs or ask the church administrator to do so.
11. Make small repairs as needed, including painting interior, touching up exterior, changing lightbulbs, etc.
12. Mow the lawn.
13. Maintain the flags outside, including flying at half staff or removing due to weather.
14. Set and remove banners as needed.

15. Coordinate with contractors and maintenance people.
16. Take care of trash and recycling, including dropping off CLYNK bags, picking up money to be deposited in fundraising line and picking up bags and labels.
17. Make certain all rooms are clean and ready for Sunday morning worship, including cleaning after any special church events. The producing committees are responsible for the main clean-up after these events and the sexton's job is simply to add the "spit 'n polish."

Supervision and Evaluation:

The Facilities Manager will be supervised by the Minister, who delegates day-to-day communications with the Facilities Manager to the Administrative Assistant.

The Facilities Manager and the job description will be evaluated through a process led by the Minister. Evaluations will generally take place annually in the spring in time for recommendations regarding the next year's budget planning.

The Board of Management is responsible for all hiring and firing of staff and contract employees.

The Facilities Manager/Sexton works 20 hours a week. Summer hours are 15 hours a week for ten weeks.

(Updated 2018)

Chapter 3. GOVERNANCE

BOARD OF MANAGEMENT

The Board of Management is made up of the elected officers of the church: President, Vice President, Clerk, Treasurer, Financial Secretary, the three Liaisons plus the Minister and Director(s) of Religious Education as non-voting members. Officers and Liaisons are elected at the Annual Meeting of the congregation, which is held in May of each year.

On behalf of the congregation, the Board of Management is empowered and has the responsibility to operate the Sanford Unitarian Universalist Church. This task is done in accordance with the church bylaws and policies and is communicated to the congregation by means of the church newsletter and by reports at the annual meeting as well as by the ongoing reality of programs and events.

The scope of the task of running the church is wide-ranging. It includes responsibility for financial affairs (both income and expenditures), hiring, supervising and (should the need arise) terminating personnel and record keeping. Organizational clarity and efficiency are a concern of the Board, as is sensitive and caring handling of people. As a means of promoting communication and cooperation between the leadership of the church and committees, the Board, in conjunction with the Minister, will hold Planning Sessions and Calendar Settings once or twice a year.

The Board nurtures leadership through the Nominating Committee and recruitment of people in committee work, fundraising and other roles as needed. The “operational” aspects of the Board of Management are not an end in themselves. They are the expression of a deeper purpose.

The Board of Management assists the congregation in the ongoing expression, in action and deed, of the church’s Purpose. It works to keep that Purpose clear and to relate our immediate purpose and work to the larger goals and purposes of Unitarian Universalism.

With our Purpose in mind, the Board makes decisions, sets priorities, plans for the future and develops programs. Working both with the congregation and the Minister, the Board acts as a forum for the democratic process of decision making and the participatory process of consensus building.

It encourages teamwork and load sharing. It encourages and rewards voluntary participation. It acts as a forum for communication and a safe place for wide-ranging discussion of who we are, and what we are about as a community.

Board members are expected to attend Board meetings and functions such as Calendar Setting meetings and the Fall Board Retreat. They are expected to take responsibility in assisting the Board as it fulfills its many functions as the empowered body that runs the church. The overall health of the church is the concern of each Board member.

Board meetings are held monthly, except July and August, based on Board Member schedules. Board members should come to meetings prepared. Minutes of previous meetings and information regarding the current meeting should be read in advance. Any reports should be concise and written. Any information regarding important action should be turned in 10 days in advance so it can be sent out with the minutes and agenda.

The Board holds one or two planning sessions a year, which all Board members are encouraged to attend. The first, which is held during the June Board meeting, affords Board members an opportunity to begin the team building process and to set goals for the year. A later session, typically in August, is a time of specialized workshops, reflection and discussions of larger church issues.

When urgent events occur between board meetings, the President, or his or her designee, may contact Board members by email or phone. With a quorum available, the President may request votes be submitted and tallied electronically by the Clerk.

SUGGESTED PROCEDURE FOR BOARD MEETINGS

If you have items requiring board action, contact the President in advance of the meeting with an estimate of how much time it will take to decide. Wording motions in advance of the meeting is helpful. Prior committee study of business matters is important. A well-prepared presentation of the pros and cons as seen by your committee will save the Board time and shorten the meeting. If possible, the committee should recommend a course of action to the Board.

Please read minutes in advance; if you have correction(s) to propose, please be prepared to cite the location of the error or omission and to word your proposed correction.

Sample SUUC Board Meeting Agenda
6:00-8:00 pm (Potluck and Check-in at 5:30)
6:00 Chalice Lighting and Centering
Covenant

Sanford Unitarian Universalist Church
Board of Trustees Covenant

We, the members of the SUUC Board of Management, do covenant to:

Hold the mission and vision of our UU church at the fore.

Work as a unified body taking collective responsibility and supporting each other. Embrace and honor a healthy, safe environment promoting equal respect, listening and sharing; this includes using I statements and speaking only for ourselves...mindful of time, we will respect each other and keep our comments brief. And strive for consensus.

We will:

Start and end our meetings on time.

Follow the written agenda we have received before the meeting in a timely fashion
(Always with the option of modifying the agenda at the meeting.)

Submit our reports by e-mail several days before the meeting.

Let the president or vice-president know if we will be absent.

Follow up on our assigned work.

Communicate clearly with the wider congregation.

We will:

Have fun, grow, and be amazed!!!

6:10 Clerk's Report
RE Report
Financial Report
Minister's Report
Liaisons' Reports

7:20 New Business

7:35 Old Business

8:00 Adjournment

Next Board Meeting is _____.

Thank you for coming and sharing your ideas!

OFFICER JOB DESCRIPTIONS

PRESIDENT

The President presides over Board meetings, the Annual Meeting of the Church and any special congregational meetings. He or she is the leading lay person of the congregation who works with the Minister to facilitate the Board in its work. Along with the Minister, the President serves as a communication link with our larger Unitarian Universalist Association.

This person:

- is the lead person for the congregation in
 - creating strategies by which to face challenges.
- ensuring that everyone has a voice and is given a fair hearing.
- stresses teamwork and helps create a team spirit.
- works in the following ways:
 - implements the Bylaws of the church,
- reviews the membership list yearly,
- is “ex-officio” on all committees and
- represents the church in contractual agreements
 - authorized by the Board.
- In consultation with the Minister and the Clerk, the President creates the agenda for Board meetings.

The President may serve two consecutive terms.

VICE PRESIDENT

The Vice President performs the duties of the President in the President’s absence.

This person:

- works with the President in needed areas of support to ensure the completion of the many presidential duties.
- works with Liaisons to ensure committees are functioning effectively to fulfill the mission of the church and reminds them in March about the upcoming budget cycle.
- chairs the Committee Council and is responsible for maintaining a list of all committee chairs, their emails and phone numbers. Much of the communication between the Vice President, Liaisons, and Committee Council members occurs by email.

The Vice President may serve two consecutive terms.

CLERK

The Clerk is the record keeper for the church and sits on the Board.

This person:

- records minutes of the Board meetings, the Annual Meeting of the congregation, and any special meetings of the Board or congregation and provide to the Administrative Assistant who files and posts them.

- sends initial minutes of Board meetings to the Board within two weeks of the Board meeting for review.
- posts a warrant calling the congregation to the Annual Meeting and any special meetings of the congregation as required by the bylaws.
- prepares a final copy and sign any letter drafted by the Board or its designee from the Board to a group or individual as directed by the President.
- works with the Member and Friends Committee to maintain up to date membership records.

The Clerk may serve two consecutive terms.

FINANCIAL SECRETARY

The Financial Secretary handles the income of the church and sits on the Board of Management and the Finance Committee.

This person:

- receives, records and totals all income weekly on computer.
- makes weekly bank deposits of income, make copies of checks and deposit slips for Administrative Assistant for recording.
- keeps income and pledge entries current on the computer, both weekly and monthly.
- records on the computer each pledger's contribution as well as the pledge amount for the year.
- on a quarterly basis, sends out up-to-date statements to all pledging units.
- at the time of the stewardship campaign, works with the Treasurer, the Administrative Assistant, and the Stewardship Campaign Chair to determine those individuals to be pledged as well as assist in estimating each pledger's fair share of giving.
- helps prepare the church's next fiscal year's annual budget.
- sends out confirmation letter to all pledged units

The Financial Secretary may serve two consecutive terms.

TREASURER

The Treasurer is accountable to the Church membership for the church's expenditures and serves on the Finance Committee and the Board.

This person:

- assumes overall responsibility for keeping accurate account of the financial expenditures of the church.

- pays the church bills within the constraints of the budget and restricted fund guidelines:
- signs checks
- oversees the keeping and monthly balancing of the checkbook in conjunction with the Administrative Assistant.
- works in coordination with the Administrative Assistant to keep the accurate computer entries and creates the Monthly Report of expenditures and the Annual Report of expenditures to insure the accuracy of those reports.
- oversees preparation of Tax Forms (W2s, 1099s, etc.) keeping abreast of current requirements.
- serves as a member of the Board of Management and the Finance Committee, delivering financial reports to them on a regular basis.
- oversees trust funds.
- reviews banking accounts and ensures signatures up-to-date

To fulfill these responsibilities, this person works with:

- The Administrative Assistant to ensure timely payment of bills and the accuracy of financial records.
- The Financial Secretary to coordinate accurate record keeping and to ensure the annual internal audit is conducted.
- The Budget and Finance Committee:
 - To keep it informed of expenditures.
 - To help prepare the Annual Budget.
 - To provide information to committees about their expenditures.
 - To help determine financial policies for the church.
 - The Annual Budget Drive Chairperson in developing information for the Stewardship campaign.

The Treasurer may serve two consecutive terms.

The treasurer should have an understanding of bookkeeping and an interest in and concern for the financial health of the church.

LIAISONS

The three Liaisons are elected by the church membership and are voting members of the Board.

They:

- work as overseers of Board function and responsibility and serve as intermediaries to the congregation.
- are a conduit between the church committees and the Board. Each Liaison represents a group of committees.

- serve on the Board and the Committee Council and meet with the Vice President as needed.

Liaisons may serve one three-year term. The terms are staggered, with one liaison being elected each year. They are not eligible to serve again until one year has passed.

Chapter 4. CHURCH COMMITTEES AND GROUPS ASSOCIATED WITH SUUC

GENERAL INFORMATION ABOUT COMMITTEES

COMMITTEE CHAIRS

The Committee Chairs will facilitate communication from the committee to the Liaison and from the Liaison to the committee and attend committee council meetings. A chair unable to attend a council meeting will appoint a representative to attend. Chairs are responsible for maintaining an accurate list of committee members' names, phone numbers, and email addresses.

Committee chairs ordinarily serve for 2 two-year terms.

RESPONSIBILITIES OF A COMMITTEE CHAIR

This person:

- at beginning of every church year, reviews committee goals and plans in the light of the church mission and suggests possible changes
- ensures that minutes of committee meetings are filed with the Board Minutes and given to the liaison.
- facilitates each committee meeting.
- approves written requests for reimbursement when committee members purchase items on behalf of the church.

RESPONSIBILITIES OF COMMITTEE MEMBERS

They:

- attend meetings on a regular basis.
- arrive on time for meetings, or notifies the chair ahead of time if likely to be late.
- bring material on tasks she or he has completed to share with the group.
- calls the chair if an unexpected problem arises in completing her or his tasks

NOMINATING COMMITTEE

There shall be a nominating committee of three members, one of whom shall be elected at each annual meeting, to recruit and present a slate of officers and nominating committee for election at the annual meeting. One member of the committee shall serve on the Committee Council. (Article X of the By-Laws)

- a. The committee shall seek out suitable candidates for all offices to be elected at the annual meeting, informing potential candidates of the responsibilities and expectations of the office or position for which they are being recruited.
- b. Six weeks prior to the Annual meeting the nominating committee shall present a slate for officers, liaisons and the nominating committee. This slate shall be presented after solicitation of recommendations from the Board, the minister, the congregation and members of the current nominating committee.
- c. All elected positions are subject to additional nominations from the floor at the Annual Meeting. (Any nominations from the floor shall be put in writing prior to the meeting, and shall include the signature of the nominee to indicate his/her agreement to run for the position.)

Nominating committee members should be members of the church in good standing. Nominating committee members serve a term of three years and are not eligible to serve again until one year has elapsed.

THE COMMITTEES OF SANFORD UUC

BUDGET AND FINANCE COMMITTEE

To endeavor to make certain that the Sanford Unitarian Universalist Church manages its financial resources.

Committee responsibilities:

- Develop the annual budget, inform the Board, and secure the approval of the congregation.
- Work closely with the Treasurer and Financial Secretary of the Board of Management; these officers shall be members of this committee.
- Advise the Board of the financial impact of decisions made by the Board.
- Maintain sound fiscal practices within the framework of the church budget.
- Oversee trust funds for which the church is responsible in conjunction with the Financial Oversight Committee.

BUILDING AND GROUNDS COMMITTEE

To ensure proper maintenance of all church buildings, grounds and equipment, excluding musical instruments.

Committee responsibilities:

- To work with the Buildings Facilities Manager to decide on projects for work days at the church.
- Organize and publicize work days at the church.

- Provide representation at Committee Council meetings and communicate with liaison about the work of the committee
- Maintain lawns, shrubs, gardens, and remove litter as needed in conjunction with the Facilities Manager
- Assist in snow and ice removal if possible.

CAPITAL PROJECTS BUILDING COMMITTEE

The purpose of the Capital Projects Building Committee is to oversee the planning and execution of projects that enhance and update the facilities of SUUC. The Committee includes the chair of the Building and Grounds Committee, the Facilities Manager, and interested members of the congregation. The Committee will be assigned a liaison and its chair, selected by the committee, will serve on the Committee Council. The Committee will collaborate with its liaison on the Board of Management, the Facilities Manager, and the Building and Grounds Committee, as needed, when projects are undertaken.

CARING CIRCLE

Our overall mission is to help one another in times of need. Specifically:

- To make contact with members and friends by card, phone call or visit during times of illness, accident or confinement
- To see how our church community might be of help on a short-term basis with meals, household help or transportation
- To partner with the minister when asked by providing extra care to members during prolonged and/or life-death pastoral crisis
- To offer support to one another in our work

COMMITTEE ON MINISTRY

The purpose of the committee on ministry is to strengthen the ability of the shared ministry of the minister and the congregation to fulfill the mission statement of the church. This purpose is accomplished through assessment, communication, education, and consultation.

Committee responsibilities:

- Assessment:
 - The responsibility for working out a plan to periodically assess the effectiveness of every facet of congregational ministry.
- Communication
 - Keep the minister advised concerning conditions within the congregation as they affect relations between the minister and members with its main thrust being to strengthen and improve relationships.
 - To act as a communications channel between the minister and the congregation.

- Education
 - To continually interpret to the congregation the nature and scope of the work of the minister, including a clarification of role expectations for the minister and realistic priorities for ministries and members.
 - To work with the minister on his or her continuing education program, sabbatical planning, or other professional development and to advocate such plans to the governing board and congregation, including appropriate funding.
- Consultation
 - To aid the minister in carrying on an effective ministry by being available for counsel.
 - To serve as a support group for the minister.
 - To consult with the minister and submit an annual compensation recommendation to the governing board or budget and finance committee.
 - To meet monthly with the minister to carry out these responsibilities.

Committee members should have the confidence of both the minister and the congregation. The committee is made up of three people.

When there is a new minister, the first year the committee on ministry will be made up of three members of the search committee. Those members will be selected by the new minister. One member will rotate off each year after that.

Each member shall serve a three-year term with one member rotating off each year. Vacancies on the committee will be filled as follows: The Minister will recommend a new member for Board approval.

CORNER CUPBOARD ADVISORY COMMITTEE

The Corner Cupboard Advisory Committee ensures the successful delivery of services through the monthly Corner Cupboard.

The Corner Cupboard non-food essential item pantry is an outreach project of SUUC. It is dedicated to helping families and individuals in the greater community meet their basic needs by providing essential items. Open once a month, the Corner Cupboard maintains an inventory of over 30 items. It is administered by the Corner Cupboard Advisory Committee, and staffed by church and community volunteers. SUUC supports the Corner Cupboard financially and by providing storage space, the use of Goodall Hall, utilities, and the help of the Administrative Assistant and the Facilities Manager.

DENOMINATIONAL AFFAIRS COMMITTEE

The purpose of the Denominational Affairs Committee is to create and maintain productive and informative communication between Sanford Unitarian Universalist Church members and bodies of the Unitarian Universalist Association — the Northern

New England District, UUA Headquarters, General Assembly and the UU Service Committee — and to inform the SUUC of pertinent activities and decisions.

Committee responsibilities:

- to see that eligible members of the congregation receive the UU WORLD MAGAZINE
- to see that the appropriate numbers of voting representatives to the various meetings of the District and General Assembly are designated by the SUUC Board and certified by the UUA
- to encourage participation in these events by other SUUC members
- to present to the congregation in timely fashion those issues to be debated and voted upon by the District and GA, for and voting instructions
- to present reports to the congregation of these meetings
- to encourage SUUC to pay its Fair Share denominational dues

FAITH IN ACTION TEAM

The Faith in Action Team (F.I.A.T.) is a team of Unitarian Universalists committed to putting our faith into action. They are concerned about racism, prejudice, hate, bigotry, and other issues of social justice.

They practice and promote UU values and principles. Caring is not enough. We must actively help to reduce injustice. To that end, they commit to: educate ourselves and others and initiate and participate in appropriate actions of social justice within our Church and community.

This democratic team welcomes the participation of all.

FUNDRAISING COMMITTEE

The purpose of the fundraising committee is to design and implement fundraisers to support the SUUC budget.

Encouragement is given to activities in which many church members and friends can participate, and get to know and enjoy each other's company, as well as those that integrate with and introduce our church to the wider community.

The committee (chair) works with the Administrative Assistant on publicity, advertising, and other documents, and the Facilities Manager on space preparation.

A member writes post-event evaluations, letters of appreciation, and informs the Board and congregation of the outcomes of each fundraising event.

MEMBERS AND FRIENDS COMMITTEE

GOAL STATEMENT: To involve new and established members in church life.

Friend: Someone who likes this place.

Member: A friend of the church who has signed the Membership Book and believes they have found the right place.

Committee responsibilities:

- Maintain name tag and literature display racks.
- Talk with new members and friends and let them know that we really do appreciate and welcome anyone who comes here.
- Contact people we haven't seen lately to see if they are okay.
- Ensure that we have the mail or e-mail address of all attendees who would like our free Church Newsletter and help keep Clerk and Administrative Assistant notified of any address changes for Newsletter and Church Directory.
- Let people know we are here:
- Work with the Administrative Assistant to publicize church activities in newspapers, bulletin boards, etc.
- Encourage everyone to invite their friends to attend.
- Church Newsletter: Provide committee news or other goings on to Newsletter editor. Also facilitate internal communications to help us get to know each other better; i.e. Newsletter individual biographies and family profiles or "Why I'm a UU".
- Ensure that needs and concerns of members are known to Minister and appropriate committees, especially to the Caring Committee.
- Assist formation of affinity groups around common interests.
- Provide for orientation regarding church philosophy, privileges, and responsibilities.
- Maintain accurate church membership records.
- Inform Administrative Assistant of new members so that additions will be sent to the UUA to update the mailing list for *The World*.
- Notify Clerk when persons sign the Membership Book.

MINISTERIAL SEARCH COMMITTEE

Article XII of the By Laws defines the function of the Ministerial Search Committee as follows:

Upon the resignation, permanent disability, death, or dismissal of a Minister, a search committee shall be called and proceed in accordance with procedures recommended by the Department of Ministry and Professional Leadership Ministerial Settlement System of the Unitarian Universalist Association and shall work in consultation with the Ministerial Settlement Representative of the UUA. This Committee shall recommend a candidate.

In the 2017-2018 search, the Congregation elected four members to the Ministerial Search Committee.

MUSIC COMMITTEE

The Music Chair coordinates musical performances including instrumental, choir and other volunteer performers. The Music Chair works with the Music Director, the Choir Director, the Pianist and the Worship Associates as needed.

NOMINATING COMMITTEE

The Nominating Committee follows guidelines established in Article X of the By-Laws. It is comprised of three members who choose a chair from among its members. The goal of the committee is to recruit and present a slate of officers and nominating committee for election at the annual meeting.

At least six weeks prior to the Annual Meeting, the Board of Management shall present to the Chair of the Nominating Committee a list of positions that will be open at the end of the fiscal year.

Members serve terms of three years or until a new member is elected and are ineligible for membership on the Nominating Committee for one year. (edited 2/21/2018)

RELIGIOUS EDUCATION COMMITTEE

Religious learning and growth is a lifelong process of honoring and nurturing the spiritual dimensions of life, individually and as a faith community. We learn to open our hearts and minds to the gift of life and to love ourselves and others by:

- Developing an awareness of the spiritual world, religious thought and traditions.
- Embracing the wonder of the natural world.
- Providing and taking opportunities to experience the integration of the physical, emotional, spiritual, and intellectual self.
- Fostering an awareness and understanding of various life stages.
- Celebrating the diversities and commonalities which bring us together in this world community.
- Supporting the pursuit of happiness and joy
- Modeling the importance of sharing, being involved, and contributing to one's community.

The mission of the religious education program is to create a spiritual, nurturing, learning environment in which to teach the Unitarian Universalist principles.

CHILDREN'S VERSION OF OUR UNITARIAN UNIVERSALIST PRINCIPLES from our WE BELIEVE CURRICULUM.

We believe:

- that each and every person is important
- that all people should be treated fairly and kindly
- that our churches are places where people are accepted and where we keep learning together
- that each person must be free to search for what is true and right in life
- that all persons should have a vote about the things that concern them in working for a peaceful, fair and free world

Committee Responsibilities:

- To annually review goals and philosophy to accurately reflect current congregational involvement.
- To establish a yearly calendar and coordinate it with other committees.
- Maintain familiarity with area, district and denomination resources regarding programs and conferences.
- Oversee adult education.
- Plan special events.
- Maintain R.E. Library.
- Plan and implement a budget.
- Give input to the R.E. Director regarding curriculum choices.
- Conduct program evaluation by enrolled students, parents, teachers, congregational members and Minister.
- Be responsible for safety in the R.E. areas.
- Send chair or proxy to attend Committee Council meetings in collaboration with R.E. Director.

STEWARDSHIP COMMITTEE

The Committee's goal is to solicit ongoing financial support from members and friends to sustain the operating budget of the church by means of an annual budget drive.

Committee responsibilities:

- Plan, coordinate, and implement the annual church-wide budget drive each year which results in financial pledge commitments from members and friends for the upcoming fiscal year.
- Coordinate the receipt and recording of pledge commitments with the Financial Secretary and inform the Board of Management of progress through the Treasurer.

- Provide a report of the annual budget drive for the Annual Report.
- Work with the Members and Friends Committee to identify and follow up with new congregants during the year to solicit their financial support for the church.
- Recognize and express appreciation to members and friends for all their efforts, support, and contributions to the church budget.

WORSHIP ASSOCIATES

The Worship Associates are members of the church that have taken on the responsibility to provide lay-led services on the Sundays that the minister is not in the pulpit. This group formed as a result of having a part-time minister, which left a need to provide quality services several Sundays a month when the minister was not in the pulpit. While able to function independently, ideally the Worship Associates would work closely with the minister, look to him/her as their mentor and as one who provides training and counsel as needed.

Committee responsibilities:

- Assist the minister, guest speakers, and other worship leaders as needed
- Prepare the church and sanctuary (unlock doors, turn on lights, light candles), and do other necessary tasks before and after worship service
- Work independently and/or with the minister to fill the pulpit on Sundays when the minister is not present.
- Schedule and oversee summer services
- Encourage members of the congregation to lead services with support from the Worship Associates

GROUPS AFFILIATED WITH THE CHURCH

HOMESTEADERS

The Homesteaders group at the Sanford UU Church has been meeting for almost 10 years. We come from many backgrounds but all of us have a garden and/or farm animals, and we do our best to respect the natural world with organic practices.

We meet a few times a year; more often if we are working on a project. We love to get together to share a meal, and discuss our latest garden successes and failures, and what we've learned from them.

We have sponsored several fundraising activities and/or informational gatherings for the surrounding community. These include 'Soup and Seeds', 'Costa Rican Dinner', harvest suppers, and contributed 'Homesteaders' Baskets' with baked goods and preserved foods for other fund-raisers.

SUUC BOOK GROUP

The book group gathers roughly monthly to discuss a book of interest to members. Topics range widely and all are welcome.

THE WOMEN'S ALLIANCE

The Women's Alliance meets monthly. Its By-Laws are as follows:
An Affiliate of the SANFORD UNITARIAN UNIVERSALIST CHURCH

Article I

The name of this organization shall be "the Women's Alliance of the Unitarian Universalist Church of Sanford".

Article II

The aim of this organization shall be:

- To contribute to the Unitarian Universalist Association sensitivity, vision, and a pioneering spirit;
- To serve the social and spiritual needs of people through fellowship, group expression, and programs of education, service and action;
- To join wholeheartedly with men and women everywhere in striving for universal human dignity, equality, freedom, and peace;
- To develop appreciation of the joy of life and an understanding of its deeper meaning.

Article III

Any person interested in the purposes of the Alliance may become a member by the payment of annual dues.

Article IV

The officers shall be a President, Vice-president in charge of program, Secretary, and Treasurer. These officers shall constitute the Executive Committee, which shall have general oversight over the activities and funds of the Alliance, and shall appoint committees.

Article V

All business of the Alliance shall be conducted at meetings called by the Executive Committee. In the event that decisions need to be made between meetings, the executive committee shall be empowered to do so.

Article VI

The President, or in her absence, the Vice-president, shall preside at all meetings of the Alliance, and of the Executive Committee.
A nominating committee shall be appointed in April.

Article VII

The annual meeting shall be held on the first Thursday of May, at which time officers will be elected.

Chapter 5. POLICIES AND PROCEDURES

PROCEDURES FOR UPDATING AND IMPLEMENTING POLICIES AND PROCEDURES

- When the Board passes a new policy, the Clerk of the Board will give a copy to the Administrative Assistant who will add the policy to the office copy of the Handbook and update the Table of Contents to reflect the inclusion. The Administrative Assistant will then email a copy of the policy to all committee chairs and any other persons affected by the policy. The Clerk will also submit the new policy to the editor of the newsletter for publication at the next opportunity.
- When the Board approves the new procedure, the above stated process will be followed for updating the “Handbook” and communicating it to all involved.\
- Once every three years the Board will appoint a task group to undertake a complete updating of the “Handbook of Operations” including an assessment of the church Bylaws.
- Individuals with copies of the Handbook are encouraged to return them to the Administrative Assistant for distribution to new committee and Board members.

OTHER ITEMS

Keys are located in the church office and can be obtained from the Administrative Assistant.

Mail boxes for church officers and committees are located in the church office.

When important information needs to reach church members and friends an e-mail notice will be sent to e-mail addresses on file with the office.

If important information needs to reach church members and friends on short notice, please contact the Administrative Assistant with an e-mail notice. Congregants are encouraged to use the Directory as a means of contacting others who need such critical information.

A photocopier is provided for the convenience of church volunteers. It is located in the church office. Before you use it for the first time you should check out its operation with the Administrative Assistant.

(Updated 2018)

BOARD OF MANAGEMENT POLICIES AND PROCEDURES

BOARD MEETINGS

The Board will hold its monthly meetings at a time convenient to all sitting Board members and will inform church members.

CHURCH ANNUAL REPORTS

On May 17, 1997, at an Annual Meeting of the Membership it was voted that the Church Annual Reports be made available to the congregation on the Sunday prior to the Annual Meeting.

Ch. 3 on Governance has additional information about the work of the Board of Management.

BUILDING SECURITY IN OUR CONGREGATION POLICY

The UUA has an extensive website on Building Security in Congregations. <https://www.uua.org/safe/buildings>. It begins by saying:

Creating security is an ongoing process. Shocking events reported in the media can cause congregations to take immediate action on emergency and security issues, but emergency planning is a long-term process. Regularly updating plans and policies, as well as keeping the congregation informed and trained, requires constant attention.

It further notes that a Safe Congregation Plan requires

- Preparing for natural disasters
- Minimizing hazards in your building
- Preventing violence at church

SUUC is committed to the security of its congregation and all those who use the church. To that end, a Building Security Team works to ensure on-going efforts. The team includes the Administrative Assistant, the Facilities Manager and interested members of the congregation.

~ Approved by the Board of Management, April 10, 2018.

THE COMMON GOOD PROGRAM

The Common Good Program provides volunteers needed for our Sunday morning worship services. Volunteers are needed in the areas of 1. Greeters, 2. Flowers, and 3. Coffee Hour.

- The Common Good Program is the responsibility of all members and friends of the congregation.
- Sign-up sheets are printed by the church administrative assistant on a regular basis with the dates of Sunday services and a space for people to sign their names and phone numbers. They are posted on the Common Good bulletin board outside of the church office.
- On the Monday before a volunteer is scheduled for the Common Good, the administrative assistant will send an e-mail reminding them of their commitment.
- If someone finds him or herself unable to fulfill this commitment, they are responsible to do their best to find a replacement.
- At the beginning of each year, or as the need arises, the Worship Committee will review the tasks required in each Common Good area and bring them up to date if needed. Instructions for Greeters are located at the main entrance and instructions for coffee hour are in kitchen in the parlor.

GUIDELINES FOR GREETERS

Be at church at 10:10

1. Put out the NO PARKING signs located in the entrance area. Place them on the edge of the sidewalk so 1 car space is available for drop offs.
2. Check with leader to see if she or he would like a glass of water. If yes, fill one and bring it to the pulpit.
3. Welcome those entering and direct caregivers of children to the Director of Religious Education.
4. Hand out ORDERS OF SERVICE.
5. INVITE newcomers and visitors to make a name tag and sign the guest book. Answer any questions they may have.
6. At 10:28 flicker the lights in the parlor, then turn them off.

7. TAKE ATTENDANCE and record the number of adults and children in the book located in the front hall.
8. Collect the offering during the service.
9. After the service bring in the NO PARKING signs.

THANK YOU – THANK YOU – THANK YOU – THANK YOU
You are greatly appreciated and an important part of this church!!! Thank you.

Updated 2018

GUIDELINES FOR COFFEE HOUR

In support of the Board's policy for Church functions, "SUUC will strive to have coffee hour and social dinner events be as earth friendly as possible by using real plates, glasses, mugs, silverware, and cloth napkins. Acceptable materials will be composted."

- Bring a pint of half and half. For the kids, either use the lemonade mix in the cupboard or bring a container of juice.
- Feel free to use anything in the refrigerator unless specially marked.
- Bring some snacks. Also, there are often leftover snacks in the kitchen-cupboards, mostly crackers, granola bars, nuts, etc.
- Make 1 pot each of regular coffee and decaf to start. If a large crowd an extra pot of regular may be needed. Coffee is in marked containers. Use 6 tablespoons per full pot. Seem to work best if plugged into separate outlets. Transfer the coffee to the air pots located under the sink.
- Plug in and turn on the hot water pot.
- Set out small dishes, mugs and glasses.
- Get out sugars, teas.
- After coffee hour, please put dirty dishes in the dishwasher, and if full turn it on.
- Put coffee grounds, fruits, veggies, etc. in compost container. If you have a minute you can take the compost to the outside composter which is between the front ramp and the storage shed.
- Turn off coffee pots and water pot, clean, and put away.

Have a good time. You're the stars of the day!!!!!!

In case of a blown fuse, the fuse box is located in the main entry closet.

Updated 2018

EVALUATION POLICIES

STAFF EVALUATION

The Administrative Assistant, the Director of Religious Education, and the Facilities Manager/Sexton are evaluated annually by the Minister except during the first year of employment when such evaluations occur quarterly. The evaluation process is led by the Minister. Evaluations will generally take place annually in the spring in time for recommendations regarding the next year's budget planning.

Sample performance review forms are available in Appendix B.

MINISTER EVALUATION

The Church agrees that it will provide the Minister the advantage of an annual evaluation of his/her performance. That evaluation will be conducted by the Board of Management in cooperation with the Committee on the Ministry.

~ Approved by the Board of Management, April 10, 2018.

FACILITIES POLICIES

BUILDING AND GROUNDS POLICIES AND PROCEDURES

Maps of the interior of the church are located in Appendix C.

If damage to church property occurs or if anyone observes malfunctioning equipment, it should be reported to the Building and Grounds Committee Chair and the Facilities Manager/Sexton in writing, along with your name and telephone number. Without your assistance, needed repairs may be delayed.

A ramp is located on the Main Street side of the church. It provides access to the Sanctuary and other rooms on the main floor of the church building.

A chair lift has been installed in the Emergency Exit leading from the Vestry to the outdoor area between the church and the Salvation Army Building.

Use of the ramp is limited to those times when activities such as Sunday Services and other special events take place in the church, i.e. when the outer door can be left unlocked.

Use of the chair lift from outside is limited to times when activities take place in the Vestry. It can be used from inside at any time, as it is part of the Emergency Exit from the Vestry. (Updated 2018)

USE OF CHURCH GUIDELINES

GENERAL USE OF CHURCH GUIDELINES

When not being used for church functions, the Vestry, Goodall Hall, the kitchen and the Sanctuary are available for use by non-profit organizations or area businesses for public programs of civic or cultural interest, or for private meetings.

SMOKING POLICY

Smoking is not allowed on the steps to the sanctuary or Goodall Hall. It is also prohibited inside either building. This includes all pipes, cigars, cigarettes, marijuana, e-cigarettes, and any form of smokeless tobacco.

SAFETY

We love the heritage of our precious buildings but know they come with a variety of physical hazards, especially regarding potential falls. Those of you responsible for guests in these spaces are urged to familiarize yourself with the spaces and do everything in your power to reduce the likelihood of accidental injuries.

ALCOHOLIC BEVERAGES

No hard liquor will be used in the church at any time. Champagne, wine and beer will be allowed at appropriate church sponsored events and dinners and at receptions for members of the church. Outside groups using the church facilities are not permitted to use alcoholic beverages.

RESTROOMS

We ask all using these rooms to keep them neat for the next person, remembering that these areas are not for play or socializing. The no smoking rule extends to rest rooms.

USE BY MEMBERS FOR SPECIAL EVENTS

It is understood that there is no charge for use of the facility by members for special religious events and rites of passage like weddings and memorials and the receptions that follow (though special donations are welcome). For use by members (family reunions, dinners, meetings for professional use, etc.) a donation is requested.

SCHEDULING

All scheduling for the use of facilities will be coordinated through the Administrative Assistant, upon approval of the President and/or Board as needed, or in the absence of that person, the Minister. Free use of the facility, or any use not conforming to the regular fee schedule will require approval of the Board of Management.

CUSTODIAL SERVICES

All persons using church facilities need to share in keeping the building neat, clean and in good condition. The space used by committees or other groups should be left as clean or cleaner than it was found. Any needed repairs should be reported to the Church Office or to the Facilities Manager.

RECYCLING AND TRASH

Please use the single stream containers where appropriate. Trash containers are located throughout the church.

CONCERNS

Church members and friends are responsible for reporting any concerns regarding church space to Board members.

ON-SITE GUIDELINES

These guidelines were originally adopted in August 1983 in response to a desire to include children in Sunday morning activities in the church, and a need for written guidelines for both children and adults concerning behavior, responsibilities and use of space. The guidelines were revised and updated in April 1988 (with Board approval) and again revised (with Board approval) in December 1988 to reflect changes in our usage patterns. Additional updates were made in 2018.

Maps of the church are located in Appendix C.

SANCTUARY / MEETING HOUSE

The atmosphere of the Meeting House is expected to be quiet and respectful. We expect all members to acknowledge the atmosphere of this room by entering and leaving quietly. We also suggest that this is a space for reading, quiet talking, meditating, praying, music making, or just sitting.

Children are expected to remain off the altar and steps unless they have a specific church-related purpose. Running, playing, and climbing on or under pews is discouraged.

There shall be no eating or drinking in the Sanctuary/Meeting House.

PARLOR

The parlor is a social and pleasant space for talking, socializing and some eating and drinking. Meetings are held here as well. We expect that everyone, including children, will move in a safe, careful manner, mindful of hot drinks and the well-being of all. Members and friends using this space are expected to take responsibility for the cleanliness of this area.

THE OFFICES (Minister and Administrative Assistant)

These are both for church business, but may also be used for small meetings when appropriate and convenient.

GOODALL HALL

On Sunday mornings the parlor is used for serving food and socializing during coffee hour. All activities should keep safety in mind.

During the week Goodall Hall is used by several different community groups. It is important to keep this space neat and clean for their use.

DOORS TO LEBANON STREET

We ask everyone to respect the safety of our preschool children by preventing their using either of the street doors unaccompanied. Older children and adults are asked to be aware of younger children following them outside and encourage the return of young children to their parents. Doors need to be locked after all activities.

STAIRS

Everyone is expected to respect the safety of others on all stairs. Anyone using the stairs is expected to walk on them. The moveable chair in the Emergency Exit from the Vestry is not for play. Its purpose is to assist those who have difficulty going up and down stairs to join activities.

NURSERY

The nursery is the special “space” of preschoolers and infants. Older children and adults are expected to respect this age group’s type of “fun”. Reading out-loud and quiet soft games are examples of appropriate play.

KITCHEN

Recognizing that no one person is responsible for the kitchen, it is important for all people using the kitchen or utensils to clean the area and return materials to their appropriate places. Disposable and consumable goods are to be replaced if used. Leaving leftover food in the refrigerator is discouraged. Should it be necessary to leave food, please label, date and store in covered containers.

VESTRY (BASEMENT COMMUNITY AREA)

This is a social area. We expect this area to have the same atmosphere as the Parlor during formal functions such as pot luck dinners or meetings.

RELIGIOUS EDUCATION ROOMS

These are formal areas. They are not suitable for unsupervised play (much like a classroom at school).

LIBRARY

The Church Library is a critical archive of documents related to over a century of worship. Please treat it as such. Helen Kane, our historian, has the only authority to add or remove items from the library.

EMERGENCY PHONE

For emergency use only, there is a phone off the kitchen.

DOORS

All doors should be opened with safety in mind. We also request that anyone using the Nursery door be mindful that young ones and toddlers may stray from the Nursery if the door is not closed.

CLOSETS

Closets in all areas are for the storage of church goods.

MUSICAL INSTRUMENTS

All musical instruments are to be treated with care and respect. If necessary, all members will remind others to obtain permission before touching someone's musical instrument.

FOOD (GENERAL)

All adults should feel free to supervise children in eating and serving situations, in terms of size and quantity of choices, especially for pot luck dinners and receptions. Children may be provided juice at a special table during Sunday social hours.

CLEAN UP

1. All lights should be turned off.
2. All doors leading to the outside are to be closed and locked.
3. All areas are to be cleaned up and left as neat or better than you found them.

ALCOHOLIC BEVERAGES POLICY

No hard liquor will be used in the church at any time. Champagne, wine and beer will be allowed at appropriate church sponsored events and dinners and at receptions for members of the church. Outside groups using the church facilities will not be permitted to use alcoholic beverages.

HEALTHY EATING POLICY (PARTNERS FOR HEALTHIER COMMUNITIES)

PURPOSE

The purpose of the Healthy Eating policy is to bring awareness to the importance of healthy food and beverage choices at community events, business meetings, social events, concession stands and other community gatherings.

RATIONALE

Improving nutrition can prevent and control the epidemic of overweight and obesity, as well as decrease the risk of chronic diseases including diabetes, cancer, cardiovascular disease and osteoporosis. Policies that support healthy food and beverage choices at group events make it easy for everyone to choose these options.

FACTS

- 32% of York County adults are obese
- Cardiovascular Disease is the 2nd greatest cause of death in York County
- 1/10 Americans do not eat the recommended daily allowance of fruits and vegetables

NUTRITIOUS FOODS AND BEVERAGE CHOICES

As meeting and event facilitators we plan to offer and encourage participants to make healthy food choices such as:

- Fresh fruit and vegetables
- Whole grain products
- Water
- 100% juice

*Adopted by the SUUC Board February 23, 2005
Updated March 2018*

FINANCIAL POLICIES AND PROCEDURES

A Handbook for Congregation Treasurers & Finance Leaders can be found in Appendix D.

BID POLICY

WHEN CARRYING OUT LARGE (OVER \$1000) MAINTENANCE PROJECTS ON BUILDINGS AND GROUNDS

1. The desired projects and specification will be described in detail so all bids are for comparable work.
2. The desired project and specifications will be noted in the church newsletter and posted on the bulletin board so contractors in the church will have an opportunity to bid. (It is understood that "in church" bidders will not see the bids of outside contractors so the process will be equitable.)
3. Whenever possible the Building and Grounds Committee will get at least two bids. (This is with the understanding that two bids might not be possible on some work and emergency work may need to be done in a timely way that would preclude a bidding process.)

4. It is understood that low bids are not necessarily best bids. The time frame in which a contractor can deliver services, the reputation for quality and dependability and other factors will also come into consideration.
5. Whenever an outside contractor is hired, that contractor must supply for us a Certificate of Insurance and must sign a "Held Harmless" agreement.
6. The Board of Management should approve the final Building and Grounds Committee decision. Refer to Article XII Section 12.6 of the Church Bylaws for Emergency procedures.

~Approved by the Board of Management, May 14, 1997

FINANCIAL POLICIES

- That any stock given to the church, whether as a gift or in payment of a pledge, be sold as soon as possible. *Board Motion: 9/15/1999*
- That those monies received as memorials, without designation, be deposited in the Unitarian Custodial Fund. *Board Motion: 11/11/87*
- That the Church checking account is to include as signatories the Treasurer, the church President and the Vice President. *Board Motion: 9/10/86*
- That the Building Fund Account be closed and the funds added to the General Fund Money Market Account until such time as it is needed for church repairs. Approved. *Board Motion: 6/11/1997*
- That the proposed Bid Policy with the addition of Item #6 be approved. (See Bid Policy) *Board Motion: 5/14/1997*

FINANCIAL PROCEDURES

BANK ACCOUNTS

A record of the bank accounts held by church groups is kept on file in the church office. Updates (Bank Name, Account Number, Signatures on the Account) should be given to the Treasurer.

PAYMENT OF BILLS

Committee chairs are asked to approve expenditures for their committee.

A form for requesting reimbursement or payment of a bill is available in the office

Please complete one of these forms when asking for reimbursement of a committee member or payment of an outstanding bill. Please attach invoices or receipts to this form.

For bills received through the mail, payment may be delayed until approval of payment has been received from the committee chair.

FINANCES

The Financial Secretary and the Treasurer are accountable to the congregation through the Finance Committee and the Board of Management, for handling church monies. They work with the Finance Committee and the Board of Management to develop the annual operating budget. They make reports to the Budget & Finance Committee and the Board of Management as needed, as well as give reports at the Church Annual Meeting.

The Financial Secretary receives monies for the church and maintains records regarding the sources of monies, restrictions placed upon gifts, etc., and keeps the pledging members apprised of their income activity.

The Treasurer oversees the disbursement of church funds - within the limits set by the operating budget and restricted funds - and works with the Administrative Assistant to maintain records of all disbursements and of all Fund activity.

At Board of Management meetings the Financial Secretary and the Treasurer report on the to-date status of both the Operating Budget and Special Funds. Committee Chairs should be provided quarterly reports of committee expenditures, as required.

The following policies have been approved either by the Board of Management or by the membership (at an Annual or Special Meeting).

COMMITTEE FUND RAISING GUIDELINES

- The Board shall be notified of all fundraisers. *Board Motion: 12/09/87*
- All fundraising activities should be coordinated with the church calendar through the Administrative Assistant. *Board Motion: 12/09/87*
- The Building Fund restriction from the 1985 Annual Meeting which provided that expenditures must be approved by a majority of the voting members of the church was changed to state that "expenditures must be approved by a majority vote of the Board of Management." *Annual Meeting Action: 1988*

FUNDRAISER CHECK LIST

1. Recruit chairperson.
2. Recruit committee.
3. Clear date for event on church calendar and with Board of Management.
4. Contact Building and Grounds Committee to discuss space and services (power, water, heat, etc.) needed for the event.
5. Once facilities to be used have been identified, reserve date(s) for their use with Administrative Assistant.
6. Establish timetable for work to be done prior to the event.
7. Decide how, when and where to publicize the event. How far ahead should event be publicized? etc.) Note - all publicity should include: WHO, WHAT, WHY, WHEN, WHERE.
8. Determine when and where tickets will be sold.
9. If food is to be served, is it to be purchased, contributed? (Has kitchen been reserved?)
10. Determine how pre-event expenses will be covered.
11. Plan for a post-event evaluation. What was successful? What should have been done differently? etc.
12. **IF THIS EVENT IS AN ALL CHURCH FUND RAISER -**
 - a. Plan for cash advance from treasurer to cover pre-event expense.
 - b. Make arrangements with Treasurer for any checks needed to pay performers/others.
 - c. Forward proceeds to the Financial Secretary with a Record of Income and Expenses for the church records.
13. Plan for a post-event evaluation and provide a written copy of this evaluation to the Board of Management following event. (Written report to be kept on file for reference when similar event is planned.)

CHURCH SPECIAL/RESTRICTED FUNDS

Funds given to the church for a specific purpose. Includes accounts such as Memorials, Allen Fraser Memorial Building Preservation Fund, Minister's Discretionary Fund, Second Century Memorial Building Fund etc.

MINISTER'S DISCRETIONARY FUND

The Minister's Discretionary Fund is a restricted fund for the discretionary use of the Minister in response to pastoral needs or crises that may arise. The Minister has the authority to make distributions consistent with the mission of the Sanford Unitarian Universalist Church. Ordinarily, priority in distribution of the funds will be given to members and friends of the church, followed by local individuals with urgent short-term needs. While appropriate records and receipts will be kept and may be audited, in practice distributions of the MDF will be held in confidence.

Each year, the Board of Management will create a budget line of no less than \$500 that is placed in a bank account accessible to the Minister and an authorized secondary signer who can access the discretionary fund when the Minister is unavailable. The Board of Management will determine the appropriate individual to serve as secondary signer on the bank account of the fund in consultation with the Minister. The Minister will provide a written report to the Board of Management in advance of each March board meeting, commensurate with the confidential nature of the Fund, summarizing distributions made since the beginning of the previous fiscal year. At any time, the Minister may bring to the Board concerns about the amount of the fund. The Fundraising Committee may encourage donations to the fund. The discretionary funds may not be distributed to the minister or minister's family members.

Approved by the Board 9/20/2018.

OTHER RESTRICTED FUNDS

RUSSELL GOODALL MUSIC FUND

Funds earmarked to be used for organ repair, concerts, etc. In the past money from this fund has purchased choir robes, music folders, humidifier for organ, and has helped with concert expenses.

UNITARIAN FUND TRUST

(includes Unitarian Custodial Trust Fund)

TIM LEIPOLD FUND

(part of Unitarian Custodial Trust Fund) Interest from this fund is accumulated to provide a scholarship for a student of Sanford High School who has been involved in dramatics. Further information is available from the Financial Secretary.

PARSONAGE FUND

(Invested with Maine Community Foundation so that the annual interest covers the portion of minister's salary that formerly was housing allowance.)

THOMAS AND MARION GOODALL TRUST

LOUIS GOODALL TRUST

EDWARD HUSSEY TRUST

ETHEL LEVASSEUR TRUST FUND

POLICIES AND PROCEDURES FOR CONFLICT RESOLUTION

POLICY REGARDING RESPONSIBLE BEHAVIOR

Conflict will occur in the normal course of events in any committed community such as the church. The church should have and the denomination does have established procedures to use in the event of conflict arising between individuals and/or groups within the church. This policy is designed to serve as an adjunct to those procedures to be used in the event of behavior which is dangerous, disruptive or offensive to members, friends and potential members of the church.

In accordance with our denomination's principles, we covenant to promote the free and responsible search for truth and meaning and also to affirm the right of conscience and the use of the democratic process, both within our church and outside of it. We wish to promote an open exchange of opinions among a wide variety of individuals, lifestyles and opinions. At the same time, we believe our congregation must maintain a safe atmosphere in order for such openness to exist. Threats, real or perceived, to the physical, emotional and/or spiritual well-being of individuals or threats to the freedom to express safely one's beliefs must be addressed firmly and promptly.

Disruptive behavior is defined as the behavior of an individual within the church building or in connection with church sponsored events which raise concerns for the physical and emotional safety of children and adults, the disruption of church activities and/or the diminishment of the church's ability to serve both present and potential future members.

To that end, the following shall be the policy of the Sanford Unitarian Universalist Church to address these issues or complaints of potential danger arise and immediate response is not required, the situation will be referred to an ad hoc committee appointed by the Board of Management. The committee will use its best judgment and honor the following guidelines:

- a. Problems will be addressed as they arise. Beyond the requirements of applicable secular law and Unitarian Universalist principles, there will be no attempt to define "acceptable" behavior in advance.
- b. Each situation will be evaluated on its own merits. Stereotypes will be avoided.
- c. The committee will gather relevant information before acting. At least two members of the committee should make personal contact with the person whose behavior is in question to ascertain his or her point-of-view about the situation.
- d. Evaluation of the situation will include consideration of:
 1. POSSIBLE DANGER - Is the individual's behavior the source of a real or perceived threat to persons or property?
 2. DISRUPTIVENESS - To what degree does the behavior in question interfere with church functions, activities or mission?

3. **OFFENSIVENESS** - How likely is it that the behavior in question is offensive to prospective or current members? Is there a likelihood that members or prospective members will be driven away?
- e. In determining an appropriate response to the behavior in question, the committee may consider factors giving rise to the situation, such as the person's history within the church, the local community and other institutions. It should also consider how likely it is that the person in question can alter the problematic behavior to avoid further actions which might imperil the sense of safety in the church community.
- f. Remedies will be applied after consideration of the particular factors of each situation. The committee shall inform the minister of its recommendation for addressing the situation before acting. Any of the following four levels of response are recommended for most situations:
 1. **LEVEL ONE** - The committee may decide that no action is warranted. In that event, the minister and the Board should be informed.
 2. **LEVEL TWO** - The minister and a committee member shall meet with the individual in question to communicate the concerns and recommendations of the committee.
 3. **LEVEL THREE** - The offending individual shall be excluded from the church and/or specific church activities for a designated period of time. The reasons for exclusion and the condition of return will be made clear in a letter to the individual given to the individual by the minister and one member of the committee.
 4. **LEVEL FOUR** - The individual in question shall be excluded from the church premises and all church activities permanently. Before this sanction is executed, the committee will consult with both the minister and the Board. If expulsion is recommended and the Board votes to enact that recommendation, the Chair of the Board will send a letter, return receipt requested, to the individual explaining the expulsion. The name and contact information will be provided for a person with whom the individual may speak concerning possible recourse under Unitarian Universalist policy.For any behavior judged to need Level 2, 3 or 4 response, contact the District Executive. Depending on the nature of the behavior, it may also be appropriate to involve professionals in other fields: e.g. mental health workers, social service agencies, or the police.
- g. An action taken by the committee under Levels 2 and 3 may be appealed by the person in question to the minister and/or the Board. There is no appeal of Level 4 within this policy.
- h. If an immediate response to disruptive behavior is required, the minister and/or elected or appointed church leader or a church employee (if available) will respond according to their best judgment in the situation. If none of these are present, any church member may exercise her/his best judgment in addressing the situation as long as such action does not violate Maine State law. Such response may include asking the offending person or persons to leave the premises and/or suspending the meeting or activity in progress until such time as

it can be safely resumed. If further assistance is required the police may be called.

If such action is undertaken without the minister being present she/he must be notified as soon as possible. In this case, the minister and a committee appointed by the Board will determine what further action should be taken, usually using Levels 1 through 4 described above.

The Sanford Unitarian Universalist Church strives to be an inclusive community, affirming our differences in beliefs, opinions and life experiences. Concern for the safety and well-being of the members and of the congregation as a whole must be given priority over the privileges and inclusion of any individual. To the degree disruptive or potentially dangerous behavior compromises the health of this congregation, our actions as people of faith will reflect this emphasis on safety.

PROCEDURES FOR HANDLING UPSET, CONFLICT, OR DISAGREEMENTS

It is understood that conflict and disagreements will always be a part of human community so what we work for are ways to live with conflict that are respectful and healthy.

It is understood that each person in the community is responsible for representing her/his perceptions and needs in a clear, non-condemning way.

It is understood that if a person is having difficulties with another, she or he is responsible for going directly to that person and representing herself or himself in a way that focuses on the upsetting behavior or action but does not judge motive or condemn the other.

It is understood that we will attempt to LISTEN respectfully to one another's needs and concerns, working toward a "win/win" environment wherein as many needs as possible (providing they are consistent with the values of Unitarian Universalism) are honored and addressed.

It is understood that we won't all be in agreement at all times, but that our community thrives based on our greater commitment to our church mission, to the purposes and principles of Unitarian Universalism, to one another, and to democratic participation.

When upset or concerned with an action or direction the Board has taken, it is understood that a person has the opportunity to express that upset or concern directly to the Board and to receive a respectful hearing. After hearing the concern and clarifying the issue through dialogue, it is understood that the Board, acting as the empowered council of the whole community, will consider what actions need to be taken and will respond to the person with the concern in a timely manner.

When upset or concerned with an action of the Director of Religious Education, it is understood that a person has the opportunity to express that upset directly to the D.R.E. and to receive respectful consideration. The D.R.E. will then decide what actions need to be taken and formulate a response. If the concerned person is not satisfied, he or she may then take the concern directly to the Religious Education Committee where she or he will be respectfully heard again. If more help is needed, the Board will be asked to participate. If a parent is upset with a teacher, that parent has the choice of going to the teacher directly and/or bringing the D.R.E. in as a mediator.

When upset or concerned with an action of the minister, it is understood that a person has the opportunity to express that upset directly to the minister and to receive respectful consideration. The minister will then decide what actions need to be taken and formulate a response. If the concerned person is not satisfied, he or she may then take the concern directly to the Committee on Ministry where she or he will be respectfully heard again. If unsatisfied with the response of the Committee on Ministry, the concerned person may take the concern directly to the Board.

LEADER OR TEACHER'S STATEMENT

As a leader or teacher working with children or youth in the Sanford Unitarian Universalist Church I have read this Code of Ethics before assuming my role and I agree to abide by its stipulations. If I violate this code I understand that appropriate legal and community action will be taken.

SIGNATURE:

DATE:

As persons in the community encounter differences with one another and work toward healthy expression of their own needs, and respectful hearing of the needs of others, the minister is available for consultation and as a resource for referral if necessary.

If a person feels unable to represent herself or himself alone in a situation of upset, conflict or disagreement - he or she may put his or her issue in writing in a way that focuses on the upsetting behavior or action but does not judge motive or condemn the other, sign it, and with a friend in the church, deliver it and have it read to the person, committee or Board. The person, committee or Board will then give the issue respectful hearing and consider what actions need to be taken.

RELIGIOUS EDUCATION POLICIES AND PROCEDURES

CODE OF ETHICS FOR ADULTS WORKING WITH CHILDREN AND YOUTH

Adults who are in leadership and teaching roles with children and youth in church communities play a key role in the development of those young lives. The relationship between leaders and teachers and the children and youth they serve must be one of great care and respect. This is true in the area of a child's or youth's sexuality as well as in all other areas. It is well known that children and youth suffer great harm if trusted adults engage with them in sexual behavior -

THEREFORE: As an adult working with children or youth in a leadership or teaching capacity under the auspices of the Sanford Unitarian Universalist Church, I will refrain from engaging in sexual, seductive or erotic behavior with the children or youth in my care. I will neither sexually harass nor engage in sexually flirtatious conversation with children or youth. I will also not engage in behavior which constitutes verbal, emotional or physical abuse of children or youth.

RELIGIOUS EDUCATION DISCIPLINE CODE FOR CHILDREN (1993/1994)

The following is the discipline code that Religious Education Committee employs Church-School-wide in 1993/1994, with the stipulation that each class transpose this code using positive language. Questions concerning this code can be discussed with the Director of Religious Education or the R.E. Committee Chair

EXPECTED BEHAVIORS

1. Keep your body to yourself.
2. No spitting.
3. No throwing objects.
4. No name calling.
5. Quiet voices.
6. Respect adults and children.
7. Responsible participation or cooperation.
8. No running inside.

CONSEQUENCES

- Upstairs with parents.
- One verbal warning and if it happens again or child can't keep under control (breaks another guideline) they go upstairs with parents.
- If a child goes upstairs more than twice in a several month period, teacher, parents and DRE will meet to discuss plan of correction.

SMOKING POLICY

Smoking is not allowed on the steps to the sanctuary or Goodall Hall. It is also prohibited inside either building. This includes all pipes, cigars, cigarettes, marijuana, e-cigarettes, and any form of smokeless tobacco.

~ Approved by the Board:, 2/13/2018.

Chapter 6. MINISTER

MINISTERIAL LETTER OF AGREEMENT 2018

This letter of agreement is between the Rev. _____, hereinafter the "Minister," and the Governing Boards of the UU Church of Saco/Biddeford and the Sanford UU Church, hereinafter the "governing Boards" as representatives for the congregations.

The Unitarian Universalist Church of Saco/Biddeford and The Sanford Unitarian Universalist Church are looking for a minister who can help us pioneer a new model of ministry - someone who sees serving two congregations, not as a cobbling together of two part-time gigs, but as an opportunity to create something new and exciting out of the interactions of congregations, the sharing of resources, and the networking over distance. Our two Churches have entered into a partnership in which we seek a full time Minister who will divide duties between our two Congregations. This will require a minister who is open to the challenges and rewards of working with two distinct Congregations who wish to maintain their own identities yet build fellowship with our sister Congregations. It is an arrangement that has been successful in the past few years and one that both churches have enthusiastically voted to continue.

Minister's and Congregations' Conduct

The conduct of the Minister and the Congregations will be in accordance with the Code of Professional Practice and Guidelines for the Conduct of Ministry of the Unitarian Universalist Ministers Association. Except for the departures specifically noted herein, the expectations of the Minister and the Congregations are those described in Appendix A to this agreement.

- 1. The Minister agrees:** To serve as Minister of the Congregations of the UU Church of Saco/Biddeford and the Sanford UU Church beginning _____, 2018, and indefinitely until ended as specified in Article 5 of the agreement.
- 2. The Boards agrees:** to provide the following compensation, benefits, and professional expenses:
 - 2.1 Salary plus Housing Allowance (S&H):
 - 2.1.1 An annual salary of _____
 - 2.1.2 The Boards will honor the Minister's request that a portion of salary be designated Housing Allowance.
 - 2.2 Benefits:
 - 2.2.1 Retirement plan contribution of 10% of total S&H will be made by due date to the Unitarian Universalist Organizations Retirement Plan.

2.2.2 In lieu of employers' portion of FICA, 7.65% of S & H will be payable monthly to the Minister.

2.2.3 Medical insurance: 80% of premium for the Minister and 50% of premium for spouse/partner and dependents.

2.2.4 Long-term disability income insurance for the Minister at 100% of premium.

2.2.5 Group term life insurance will be provided in an amount that equals 200% of the annual S&H.

2.3. Professional expenses: The greater of 10% of S&H or \$5000 plus an additional \$700.00 plus travel expenses payable promptly on voucher by the Minister in accordance with an Accountable Reimbursement Plan developed jointly by the Minister, President, and Treasurer. Other expenses for reimbursement include, but are not limited to: travel, automobile mileage, lodging, meals, incidentals, conference registration, entertainment, pulpit gowns, books, periodicals, dues, office equipment such as computers, and other continuing education events. It shall be the practice of the Congregations to reimburse such expenses at the maximum rate allowed by the tax laws.

2.4. Total Compensation:

The total cost to the Congregations of salary and housing plus the additional benefits is _____. The Boards and the Minister may, upon mutual agreement, and before the beginning of a tax or employment year, allocate funds among various categories to provide the minister with an optimum array of benefits.

2.5. Annual Leave

To relieve the Minister of all responsibilities and to permit his/her absence from the area for a total of eight weeks of paid annual leave during the contract year taken during period agreed upon in cooperation with the Boards.

2.6. The Minister shall be credited with 10 sick days on the first day of service for the year, prorated as necessary for a partial year served. Up to 10 days of accrued sick leave may be carried forward each year, but in no case may the total balance exceed 20 days. Sick leave may be used for the Minister's illness or for the illness of a member of the Minister's immediate family.

3. *Extended Medical Leave:*

Should the Minister's illness, injury, or disabling condition continue after all accrued sick and vacation leave has been exhausted, the Congregations shall place the Minister on "Extended Medical Leave." Extended Medical Leave shall not extend beyond the earlier of either the commencement of long-term disability benefits or 90 days following the exhaustion of all sick and vacation leave. Vacation leave does not accrue during this period. During Extended Medical

Leave, the Congregations shall continue to pay all employee insurance premiums (health, life, retirement, and long term disability) as otherwise provided by this Agreement, and no less than 75 percent of the Minister's salary and housing allowance. If the Minister recovers and is able to return to work full-time before the earlier of the 90-day period of Extended Medical Leave or the commencement of long term disability benefits, the Congregations shall retroactively pay the Minister at 100 percent of salary and housing. [see section 5.1 for consequent termination]

3.1. *Health Insurance at the Conclusion of Extended Medical Leave:* At the conclusion of Extended Medical Leave, whether by approval for long-term disability benefits or by reaching the 90-day-limit, health insurance premiums will be discontinued and the Minister will be offered COBRA coverage if available.

3.2. *Disability Leave:* In the event the minister is approved for long-term disability benefits, the congregations will deem the minister actively at work and continue to pay the life insurance premium for an additional six months of transitional disability leave in accordance with the premium waiver provisions of the Group Life Insurance contract. Unless otherwise agreed to by both the congregations and the minister, salary and housing shall not be paid during disability leave.

3.3. *Parental Leave:* In the case of the birth or adoption of a child, the Minister shall be granted six weeks of paid and six weeks of unpaid leave. Unpaid leave should be extended only after all paid leave has been used. During periods of unpaid leave, the Congregations will continue paying premiums for health, life, and long-term disability insurance.

3.4. *Family Medical Leave:* After serving for at least twelve months, the Minister may take up to 12 weeks of unpaid leave to care for an immediate family member defined here as a child, spouse/partner, or parent with a serious health condition. Unpaid leave should be extended only after all sick and vacation leave has been used. During periods of unpaid leave, the Congregations will continue paying premiums for health, life, and long term disability insurance.

3.5 Sabbatical Leave:

3.5.1 The Minister shall use sabbatical leave for study, education, writing, meditation, and other forms of professional and religious growth. Sabbatical leave accrues at the rate of one month per year of service, with leave to be taken after four but before seven years of service. No more than six months of sabbatical leave may be used within any twelve- month period. The Boards must approve the dates of the sabbatical leave at least one year in advance of its commencement.

- 3.5.2 The Congregations will continue full salary, housing allowance, and benefits during sabbatical leave. Professional expenses may be adjusted.
- 3.5.3 Every fiscal year, the Boards will consider sequestering funds for use in funding the Congregations' additional expenses during the Minister's sabbatical. This sabbatical fund is the property of the Congregations.
- 3.5.4 In the event of the Minister's resignation, termination, or retirement, unused sabbatical leave is not compensable.
- 3.5.5 The Minister agrees not to resign from full-time service to the Congregations for a minimum of one year following the end of each sabbatical leave.
- 3.5.6 The Congregations agrees to take no action or make changes to employment status during Ministerial sabbatical leave.

4. It is further understood that:

- 4.1 All notes, research, sermons, and other products of the Minister's work shall be the sole property of the Minister.
- 4.2 As approved by the Boards with budgetary considerations, the Minister's time spent participating in UUMA, and UUA events is regarded as part of his/her professional responsibilities.
- 4.3 The Boards will cooperate fully with the Minister in the performance of his/her duties. The Minister shall have freedom of the pulpit and shall use his/her time as he/she deems necessary for the fulfillment of this ministry.
- 4.4 The Minister will have access to all financial and stewardship information.
- 4.5 Discretionary Fund: A Minister's discretionary fund for charitable and church-related needs shall be funded annually by a line item in the operating budget. The Minister may contribute to the fund from honoraria received for performing weddings, memorial services, etc., but shall not be required to do so. The Minister shall have full control of the distribution of the discretionary fund.

5. Disputes and Termination

- 5.1 The term of this agreement is indefinite. It will continue until the Minister provides the Congregations with at least 90 days notice of intent to resign or retire, or until the Congregations provide the Minister with at least 90 days' notice of intent to dismiss, or until the long-term disability or death of

the Minister. In the event that the Minister resigns during the contractual period (first year of agreement), he/she will return any relocation expenses received.

- 5.2 Any dispute concerning the interpretation or performance of this Agreement or its validity or termination shall be solely and finally resolved by arbitration before and under procedural rules established by a tribunal consisting of: one Unitarian Universalist Minister appointed by the Minister, one Unitarian Universalist Minister appointed by the Governing Boards, and a third individual appointed by the first two arbitrators. The tribunal shall operate under procedural rules developed by the Unitarian Universalist Association's Ministries and Faith Development staff group.
- 5.3 The procedures in the bylaws will be followed in making the decision to dismiss the Minister.
- 5.4 At termination, accrued vacation will be compensated in the financial equivalent. Accrued study leave is not compensable.
- 5.5 In the event of dismissal, salary, housing allowance, and benefits will continue for three months.
- 5.6 In the event that the Minister's resignation is negotiated, salary, housing allowance, and benefits will continue for one month per year of service up to 12 months from the date of dismissal, or until the Minister has begun service in another position, whichever is sooner.
- 5.7 The Minister may be dismissed with less than ninety days' notice, and without the severance payments described in Section 5.6 of this Agreement, if the Minister:
 - 5.7.1 is convicted of a felony.
 - 5.7.2 has his/her Ministerial Fellowship with the UUA terminated or suspended.
 - 5.7.3 is found by the Boards to have engaged in physical, sexual, or emotional abuse.
 - 5.7.4 is found by the Boards to have grossly neglected ministerial responsibilities under this agreement and/or to have engaged in activities that bring the Congregations and/or Unitarian Universalism into disrepute in the community.

6. Amendment

- 6.1. The terms of this Agreement may be changed by mutual consent of the Minister and the Boards, except that increases in Total Cost of Ministry, and changes in sabbatical and termination provisions require the approval of a majority of the Congregations.
- 6.2. This Agreement will be reviewed at least every two years.
- 6.3. This Agreement is subject to the laws of the State of Maine and the Bylaws of the Congregations. It has been drawn, offered, and accepted in the spirit of the Principles and Purposes of the Unitarian Universalist Association.

7. Offer

This Agreement represents an official offer to the Reverend _____ when the calling of said Minister is approved by the Congregations and accepted by the Minister and shall become final upon the occurrence of all the following events:

- ☐ Completion of a criminal record background check satisfactory to the Committee
- ☐ Acceptance of this offer by the Minister
- ☐ Calling of the minister by the Congregations
- ☐ Acceptance by the Minister of the call.

For the Board: _____ (signature)

Name and title: _____

For the Board: _____ (signature)

Name and title: _____

Date approved: _____

Minister: _____ (signature)

Date Accepted: _____

Appendix A

EXPECTATIONS

A1. Shared Leadership

- A1.1. The Minister and the Congregations share responsibility for the leadership and Ministry of the Congregations. Achievement and maintenance of this collaborative relationship must likewise be shared. It is a relationship of discovery, of both self and other, in a context of mutuality.
- A1.2. The Congregations look to its Minister for spiritual leadership and initiative, for assistance in setting and articulating its vision, and for professional and inspired performance and oversight of the Congregations' programs in collaboration with the Governing Boards of Directors and the Congregations' committees.

A2. Leadership Goals

Within the first year of Ministry, the Minister, Governing Boards of Directors, and any relevant committee serving as Ministerial and Congregational support, with the assistance of an outside facilitator, will engage in an overnight retreat for the purpose of arriving at specific understandings about the sharing of power and responsibility, goals for the coming year, and a plan for periodic review and renewal of the Ministry of the Congregations.

A3. Pulpit and Worship Services

- A3.1. It is a basic premise of these Congregations that the pulpit is free and untrammelled. The Minister is expected to express his/her values, views, and commitments without fear or favor.
- A3.2. The Minister will be free of Sunday service responsibilities once per month.
- A3.2.1 The Minister agrees to do two services (one in each church) on the Sundays that she is committed to provide Sunday services.
- A3.3. The Minister will be responsible for all worship services, including seasonal celebrations and rites of passage, such as weddings, child dedications, and funerals and memorial services except those for which the Worship Committee, or a visiting guest minister, assumes responsibility.
- A 3.3.1 The Worship Associates are members of the church that provide lay-led services on the Sundays that the minister is not in the pulpit. These groups formed in the two congregations as a result of having a part-time minister, which left a need to provide quality services several Sundays a month when the minister was not in the pulpit. While able to

function independently, ideally the Worship Associates would work closely with the minister, look to him/her as their mentor and as one who provides training and counsel as needed.

A4. Services to Persons

- A4.1. The Minister will serve members in their needs for pastoral care, including crisis intervention and visitation of the homebound, sick, dying, and bereaved, both directly when appropriate and in conjunction with the Congregations' Congregational Care Teams. The Minister will maintain awareness of her/his own limitations and will refer members for professional counseling and other specialized services as appropriate.
- A4.2. The Minister will provide ceremonial services and counsel to members of the Congregations without expected fee or honorarium. When such services are provided to non-members, such fee or honorarium may be established by, and is the property of, the Minister.

A5. Services to the Boards and Committees

- A5.1. The Minister will be an ex officio member without vote of the Boards. The Minister will report to the Boards at its regular meeting, bringing to its attention specific concerns as they arise.
- A5.2. The Minister will be an ex officio member without vote of all committees and task forces except the Nominating and Ministerial Search Committees. The Minister will confer at least annually with each committee on how best to assist it. Attendance by the Minister at most committee meetings is welcome but not expected.

A6. Community Activities

The Minister is encouraged to act in the community beyond the Congregations on behalf of liberal religious values, and to inform the Congregations of such action through periodic reports. When the Minister speaks in public, the Minister must clearly indicate that such speech is not on behalf of the Congregations unless the Congregations have otherwise authorized.

A7. Relationship to Church Staff

- A7.1. The Minister is chief of staff, but may In consultation with the Boards delegate day-to-day supervision of the performance of staff members to appropriate committees.

- A7.2. The Minister participates in annual staff evaluations and recommends personnel actions to the Personnel Committee. The Governing Boards and Minister will jointly decide on hiring, discharging, and changing compensation of Church staff.

A8. Work schedule and Days Off

- A8.1. The minister works a full time schedule and will use that time as he/she deems necessary to meet the pastoral, worship and administrative needs of the Congregations. The Minister will maintain reasonable office hours in each Church location. He/she will respond to all requests within one week.
- A8.2. The Minister will maintain one day per week free of all Congregational responsibilities and one additional day devoted to study and writing wherein the Minister shall be available only for emergencies.

A9. Congregational Health and Evaluation

The Committees on Ministry will monitor and nurture the health of the Ministry of the Congregations. The Governing Boards in consultation with the Minister establishes its composition and duties. This committee annually conducts an assessment of the Ministry of the Congregations, including the Minister as part of a review and renewal of the leadership and Ministry of the Congregations.

CODE OF ETHICS REGARDING SEXUAL BEHAVIOR FOR THE MINISTER

The minister of a congregation is in a unique position in the lives of people in her or his church community. The minister often is in close contact with parishioners as they are most vulnerable while dealing with difficult issues in their lives. It is well known that people engaged with ministers in pastor/parishioner relationships suffer great harm if that minister involves herself or himself with that person in sexual behavior.

THEREFORE: Ministers of the Sanford Unitarian Universalist Church will agree to abide by the Code of Ethics for Adults Working with Children and Youth in the Sanford Unitarian Universalist Church AND the Code of Ethics of the Unitarian Universalist Ministers' Association which states: "I will not engage in sexual activities with any member of the congregation who is not my spouse or partner." If I am single, before becoming sexually involved with any member of the congregation I will seek the counsel of the District Minister and will clearly terminate my pastoral role with the person with whom I plan to become involved.

Ministers working in the Sanford Unitarian Universalist Church will be given copies of this Code of Ethics and the Code of Ethics for Adults Working with Children and Youth in the Sanford Unitarian Universalist Church, and they will be required to agree to abide by the stipulations of these codes. In case of violation of these codes by a minister, the District Minister and the appropriate legal authorities will be notified. If formal complaints are filed, the minister will be placed on “Leave Without Prejudice” pending the outcome of investigations.

~Approved by the Board: 4/13/94

POLICY REGARDING STUDENTS FOR MINISTRY, ORDAINED MINISTERS AND RETIRED MINISTERS

Any member of the Sanford Unitarian Universalist Church who is a student minister, retired minister, or ordained minister, and wishes to be in member or friend relationship with the church must enter into agreements of accountability with the congregation and with the minister. This relationship includes, but is not limited to, the following loving requirements:

1. The person may not serve as chair of any committee or task group of the church, though they are welcome to serve as members of committees;
2. The person may only be on staff with the church if specifically hired by the Board as a “student minister” or “student intern” or “minister emeritus” as defined by the guidelines of the Unitarian Universalist Association and/or the divinity school they are attending;
3. The person may only be in pastoral relationship with members or friends of the church if agreed to and supervised by the minister of the church;
4. The person may not serve on the governing Board of the church
5. The person may occupy the pulpit of the church for worship, dedications, memorial services, or weddings/unions only if approved by the minister of the church, also they may perform these services for members of the church at any other venue only when approved by the minister of the church;
6. The person may initiate or accept responsibility for a column in the church newsletter only if approved by and accountable to the minister (in consultation with the newsletter editor);

7. In general, the person is asked to be highly aware of any areas in which they wish to exercise leadership and to be supervised by and/or accountable to the called minister and the Board in such a position.
8. In all matters, the person is expected to adhere to the guidelines for ministerial behavior provided by the Unitarian Universalist Ministers Association.

In the event that any one feels this policy is not being adhered to, they may appeal to the Board of the congregation for remedy, including, but not limited to mediation or recommendation for removal from membership.

It is hoped and intended that the above policy will provide clarity of relationship that will create and support positive, live-giving energy in service to the Sanford Unitarian Universalist Church and its Mission. *~Adopted by the Board: 3/19/03*

Chapter 7. LONG TERM PLANNING

SECOND CENTURY CAPITAL CAMPAIGN FINAL REPORT 2011-2017

RELEVANT HISTORY

- 2005** Developer inquired about buying church building to put in a pharmacy
2005-06 Discernment process led by “The Future: What’s Next?” Committee
2006 Congregation voted to keep our building and do what was necessary to secure it
2007-08 Leadership participated in UUA Sacred Spaces training
2009 Congregation celebrated 100th anniversary
2011 2nd Century Capital campaign established and fund-raising began
2016 Capital Campaign completed
2016 Maine Community Foundation Steeple Project matching grant secured
2011-17 Members, friends, investor, and funding sources gave to the Capital Fund

CAPITAL WORK COMPLETED

- 2011** Parlor kitchenette; accessible restroom
2012 Reroofing church building
2013 Replacement of obsolete electric wiring in
2014 Insulation of Goodall Hall, parlor, vestibule, and minister’s office;
Replacement of 6 deteriorated windows in nursery, meeting room, library
2015 Solar panels/conversion system for heat/electric; Goodall Hall heat pumps
2016 Roof trusses and bulkhead fixed; Sanctuary cap and walls insulated; steeple assessed
2017 Steeple repair and restoration to be completed June 2017

INCOME

Second Century funds received through gifts, grants, investment:

2011	28,455	
2012	27,170	
2013	27,670	
2014	6,422	
2015	72,820	
2016	50,441	
2017	13,675	(projected from MCF Steeple Project grant)
TOTAL	226,653	

MAJOR EXPENSE SUMMARY (ROUNDED):

\$ 9500	Kitchenette and accessible bathroom
34,000	Roof Re-shingling
37,600	Insulation of Goodall Hall and Church
8,400	Electrical (Knob and Tube replacement)
2,700	Basement Window Replacement
12,400	Heat Pumps in Goodall Hall

28,000	Sanctuary Roof Reinforcement
6,000	Bulkhead
28,000	Solar Panels (Investor)
<u>54,700</u>	Steeple Restoration (June 2017)
Total:	\$221,300 (rounded)

Estimated Balance in new Second Century Memorial Building Fund after Steeple Restoration Project: **\$5353**

WHAT WE LEARNED ALONG THE WAY

- Church and Goodall Hall needed insulation and new wiring
Solar became a possible and affordable energy source
Sanctuary roof trusses were loose, needed reinforcement
Nursery windows and bulkhead were failing
Tower needs restoration work, MCF Steeple Project matching grant available
Oil burner is still functional after 60 years.

LEFT TO DO FROM ORIGINAL CAMPAIGN PLANS

Organ room insulation; Sanctuary heat and hot water system; Three floor handicap lift; and Basement handicap restroom

SECOND CENTURY CAPITAL FUND CAMPAIGN TEAM

Lee Burnett, Chair
Howard Dupee
David Agan

Robert's Rules of Order - Summary Version

For Fair and Orderly Meetings & Conventions

Provides common rules and procedures for deliberation and debate in order to place the whole membership on the same footing and speaking the same language. The conduct of ALL business is controlled by the general will of the whole membership - the right of the deliberate majority to decide. Complementary is the right of at least a strong minority to require the majority to be deliberate - to act according to its considered judgment AFTER a full and fair "working through" of the issues involved. Robert's Rules provides for constructive and democratic meetings, to help, not hinder, the business of the assembly. Under no circumstances should "undue strictness" be allowed to intimidate members or limit full participation.

The fundamental right of deliberative assemblies require all questions to be thoroughly discussed before taking action!

THE ASSEMBLY RULES - they have the final say on everything! Silence means consent!

Guidelines

1. Obtain the floor (the right to speak) by being the first to stand when the person speaking has finished; state Mr. / Madam Chairman. Raising your hand means nothing, and standing while another has the floor is out of order! Must be recognized by the Chair before speaking!
2. Debate cannot begin until the Chair has stated the motion or resolution and asked "are you ready for the question?" If no one rises, the chair calls for the vote!
3. Before the motion is stated by the Chair (the question) members may suggest modification of the motion; the mover can modify as he pleases, or even withdraw the motion without consent of the seconder; if mover modifies, the seconder can withdraw the second.
4. The "immediately pending question" is the last question stated by the Chair! Motion / Resolution - Amendment - Motion to Postpone.
5. The member moving the "immediately pending question" is entitled to preference to the floor!
6. No member can speak twice to the same issue until everyone else wishing to speak has spoken to it once!
7. All remarks must be directed to the Chair. Remarks must be courteous in language and deportment - avoid all personalities, never allude to others by name or to motives!
8. The agenda and all committee reports are merely recommendations! When presented to the assembly and the question is stated, debate begins and changes occur!

Robert's Rules of Order - Summary Version

The Rules

- 1. Point of Privilege:** Pertains to noise, personal comfort, etc. - may interrupt only if necessary!
- 2. Parliamentary Inquiry:** Inquire as to the correct motion - to accomplish a desired result, or raise a point of order
- 3. Point of Information:** Generally applies to information desired from the speaker: "I should like to ask the (speaker) a question."
- 4. Orders of the Day (Agenda):** A call to adhere to the agenda (a deviation from the agenda requires Suspending the Rules)
- 5. Point of Order:** Infraction of the rules, or improper decorum in speaking. Must be raised immediately after the error is made
- 6. Main Motion:** Brings new business (the next item on the agenda) before the assembly
- 7. Divide the Question:** Divides a motion into two or more separate motions (must be able to stand on their own)
- 8. Consider by Paragraph:** Adoption of paper is held until all paragraphs are debated and amended and entire paper is satisfactory; after all paragraphs are considered, the entire paper is then open to amendment, and paragraphs may be further amended. Any Preamble cannot be considered until debate on the body of the paper has ceased
- 9. Amend:** Inserting or striking out words or paragraphs, or substituting whole paragraphs or resolutions
- 10. Withdraw / Modify Motion:** Applies only after question is stated; mover can accept an amendment without obtaining the floor
- 11. Commit / Refer / Recommit to Committee:** State the committee to receive the question or resolution; if no committee exists include size of committee desired and method of selecting the members (election or appointment).
- 12. Extend Debate:** Applies only to the immediately pending question; extends until a certain time or for a certain period of time
- 13. Limit Debate:** Closing debate at a certain time, or limiting to a certain period of time
- 14. Postpone to a Certain Time:** State the time the motion or agenda item will be resumed
- 15. Object to Consideration:** Objection must be stated before discussion or another motion is stated
- 16. Lay on the Table:** Temporarily suspends further consideration / action on pending question; may be made after motion to close debate has carried or is pending
- 17. Take from the Table:** Resumes consideration of item previously "laid on the table" - state the motion to take from the table
- 18. Reconsider:** Can be made only by one on the prevailing side who has changed position or view
- 19. Postpone Indefinitely:** Kills the question/resolution for this session - exception: the motion to reconsider can be made this session
- 20. Previous Question:** Closes debate if successful - may be moved to "Close Debate" if preferred
- 21. Informal Consideration:** Move that the assembly go into "Committee of the Whole" - informal debate as if in committee; this committee may limit number or length of speeches or close debate by other means by a 2/3 vote. All votes, however, are formal.
- 22. Appeal Decision of the Chair:** Appeal for the assembly to decide - must be made before other business is resumed; NOT debatable if relates to decorum, violation of rules or order of business
- 23. Suspend the Rules:** Allows a violation of the assembly's own rules (except Constitution); the object of the suspension must be specified

Robert's Rules of Order - Summary Version

Making and Handling Motions Following Robert's Rules

In an organization that's following Robert's Rules, when that light bulb goes off in your head and you have a great idea, you make a motion to get your idea discussed and a decision made. Here are the eight steps required from start to finish making a motion and getting the decision of the assembly. Each step is a required part of the process.

Step	What to say
1. The member rises and addresses the chair.	"Mr. / Madam Chairman."
2. The chair recognizes the member.	"The chair recognizes Mr. / Mrs / Ms. X ."
3. The member makes a motion.	"I move to (state what the motion is / question / action)."
4. Another member seconds the motion.	"Second."
5. The chair states the motion.	"It is moved and seconded to (state what the motion is / question / action). Are you ready for the question?"
6. The members debate the motion.	"The chair recognizes Mr. / Mrs / Ms. X to speak to the motion. . ."
7. The chair puts the question, and the members vote.	"Those in favor of adopting the motion to (state what the motion is / question / action), say "AYE" [pause] Those opposed, say "NO"
8. The chair announces the result of the vote.	"The (majority of votes / AYE – NO) have it, and the motion carries. (state what the motion is / question / action)"

Robert's Rules of Order - Summary Version

RobertsRules.org

Based on *Robert's Rules of Order Newly Revised (10th Edition)*

Part 1, Main Motions. These motions are listed in order of precedence.

A motion can be introduced if it is higher on the chart than the pending motion.

§ indicates the section from Robert's Rules.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§21	Close meeting	I move to adjourn	No	Yes	No	No	Majority
§20	Take break	I move to recess for ...	No	Yes	No	Yes	Majority
§19	Register complaint	I rise to a question of privilege	Yes	No	No	No	None
§18	Make follow agenda	I call for the orders of the day	Yes	No	No	No	None
§17	Lay aside temporarily	I move to lay the question on the table	No	Yes	No	No	Majority
§16	Close debate	I move the previous question	No	Yes	No	No	2/3
§15	Limit or extend debate	I move that debate be limited to ...	No	Yes	No	Yes	2/3
§14	Postpone to a certain time	I move to postpone the motion to ...	No	Yes	Yes	Yes	Majority
§13	Refer to committee	I move to refer the motion to ...	No	Yes	Yes	Yes	Majority
§12	Modify wording of motion	I move to amend the motion by ...	No	Yes	Yes	Yes	Majority
§11	Kill main motion	I move that the motion be postponed indefinitely	No	Yes	Yes	No	Majority
§10	Bring business before assembly (a main motion)	I move that [or "to"] ...	No	Yes	Yes	Yes	Majority

Robert's Rules of Order - Summary Version

Part 2, Incidental Motions. No order of precedence. These motions arise incidentally and are decided immediately.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§23	Enforce rules	Point of Order	Yes	No	No	No	None
§24	Submit matter to assembly	I appeal from the decision of the chair	Yes	Yes	Varies	No	Majority
§25	Suspend rules	I move to suspend the rules	No	Yes	No	No	2/3
§26	Avoid main motion altogether	I object to the consideration of the question	Yes	No	No	No	2/3
§27	Divide motion	I move to divide the question	No	Yes	No	Yes	Majority
§29	Demand a rising vote	I move for a rising vote	Yes	No	No	No	None
§33	Parliamentary law question	Parliamentary inquiry	Yes	No	No	No	None
§33	Request for information	Point of information	Yes	No	No	No	None

Part 3, Motions That Bring a Question Again Before the Assembly.

No order of precedence. Introduce only when nothing else is pending.

§	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§34	Take matter from table	I move to take from the table ...	No	Yes	No	No	Majority
§35	Cancel previous action	I move to rescind ...	No	Yes	Yes	Yes	2/3 or Majority with notice
§37	Reconsider motion	I move to reconsider ...	No	Yes	Varies	No	Majority

Appendix B : Sample Performance Reviews

The following forms have never been used, are instead illustrative of best practices in evaluation of church staff.

Performance Review Administrative Assistant
Sanford Unitarian Universalist Church

The following document provides the basis for the performance review

Date:

Supervisor:

Administrative Assistant

Criterion	Below expectations	Meets expectations	Exceeds expectations	Comments
Communication skills				
Collaborative skills				
Responsiveness				
Efficiency and organizational skill				
Adaptability				

Comments and recommendations by the Minister:

Comments and recommendations by the President of the Board:

Comments and recommendations by Administrative Assistant:

Signatures:

Minister

Board President

Administrative Assistant

Supervision and evaluation:

The Administrative Assistant will be supervised by the Minister.

The Administrative Assistant and the job description will be evaluated through a process led by the Minister. Evaluations will generally take place annually in the spring in time for recommendations regarding the next year's budget planning.

The Administrative Assistant works 20 hours plus 8 hours of additional at-home hours. Summer hours are 15 hours a week for ten weeks.

ADMINISTRATIVE ASSISTANT JOB DESCRIPTION

Job description (2018 Handbook of Operations SUUC Board of Management):

This is a general office position involving all aspects of office administration. The Administrative Assistant works under the direction of the Minister.

Duties:

1. Collect and distribute office mail.
2. Maintain office files.
3. Answer the telephone, including routing and responding to messages on answering machine and changing the message weekly or as needed.
4. Compile, edit and mail the church newsletter (including duplicating, collating, stapling, folding, adding labels and stamps, and delivering to Post Office). Small changes are made, then the newsletter is saved as a PDF to email to congregation and added to the website.
5. Maintain current mailing lists (computerized and hard copy), the Facebook page and the Website.
6. Work with Corner Cupboard as needed
7. Work with the Fundraising Committee to produce posters, tickets, etc.
8. Set up for various events – concerts, in-house events, meetings.
9. Maintain office supplies and supplies for Sexton.
10. Official keeper of church calendar.
11. Primary contact and rental agent for outside groups using the church building.
The President reviews and approves or disapproves all requests, with some requests requiring Board of Management approval as well.
12. Maintain master key list, retrieve extra keys, distribute keys, order new keys.
13. Produce, edit, copy and fold *Order of Service* for weekly worship services and special events, including preparing informational inserts.
14. Care and feeding of office hardware (computer, copier, phone, etc.)
15. Typing and photocopying for Minister and committees.
16. Copy "visitor packets" and "new member packets" as needed.
17. Create, copy, collate and staple *Members & Friends Directory* and *Church Annual Report*.
18. Produce mailings for special events.

19. Handles publicity regarding special upcoming events, services, etc. Posts to local newspapers, channel 12 Metrocast, Craig's List, local television online calendars, and local churches.
20. Process electronic mail
21. Act as receptionist for walk-in requests for assistance.
22. Bookkeeping duties including entering of receipts, invoices, payroll and preparation of checks for signing by the treasurer.
 - a. *Accounts Payable*: prepare checks, checkbook register (computerized), report monthly interest income and expenditures from restricted funds to Budget & Finance Committee.
 - b. Reconcile all bank accounts
 - c. Pay the SECA taxes quarterly, payroll taxes monthly.
 - d. Prepare reports for the Treasurer
 - e. Transfer funds as needed per instructions from the Treasurer or the Board of Management
23. Notifies the three local television stations of cancellation of church service or event, posts cancellation on the website, Facebook page, changes the answering machine from home and sends a congregational email.

Performance Review – Director(s) of Religious Education

The following document provides the basis for the performance review

Date:

Supervisor:

Director(s) of Religious Education

Criterion	Below expectations	Meets expectations	Exceeds expectations	Comments
Communication skills				
Planning and Implementation				
Care and Relations with Learners				
Instructional skill				
Professional judgment				

Comments and recommendations by the Minister:

Comments and recommendations by the President of the Board:

Comments and recommendations by Director of Religious Education:

Signatures:

Minister

Board President

Dir of Religious Education

DIRECTOR OF RELIGIOUS EDUCATION

The job of the Director of Religious Education is to coordinate the efforts of the Religious Education Committee, based on the “life span” religious education model with special emphasis on activities for children from age three to grade 12.

In general, the Director of Religious Education:

1. Assists the R.E. Committee in recruiting teachers.
2. Trains and supports teachers.
3. Acts as a resource person for the committee.
4. Assists the committee with organization and implementation of the curriculum and special events.
5. Keeps appropriate files.
6. Keeps the committee informed of all aspects of the program.
7. Assists the R.E. Chairperson with the agenda for meetings and the budget.
8. Attends all R.E. Committee meetings.
9. Attends meetings of the Board of Management as needed.
10. Assists with the creation of the R.E. Calendar for the year. Meets regularly with the Minister.
11. Communicates Religious Education information to the Minister, the parents, the teachers and the congregation.
12. Is responsible for Children’s Worship as needed within the parameters of the program.
13. Assists the R.E. Committee with Adult Education.
14. Attends professional workshops and events as appropriate.
15. Hires and supervises child care personnel.

Supervision and evaluation:

The Director of Religious Education will be supervised by the Minister.

The Director of Religious Education and the job description will be evaluated through a process led by the Minister. Evaluations will generally take place annually in the spring in time for recommendations regarding the next year’s budget planning.

The Director of Religious Education works 10 months per year as contracted with the church. She or he is on duty three Sundays out of four with one Sunday off per month.

Performance Review Facilities Manager/Sexton
Sanford Unitarian Universalist Church

The following document provides the basis for the performance review

Date:

Supervisor:

Facilities Manager/Sexton

Criterion	Below expectations	Meets expectations	Exceeds expectations	Comments
Communication skills				
Collaborative skills				
Responsiveness				
Efficiency and attention to detail				
Adaptability				

Comments and recommendations by the Minister:

Comments and recommendations by the President of the Board:

Comments and recommendations by Facilities Manager / Sexton:

Signatures:

Minister

Board President

Facilities Mgr / Sexton

Job description (2018 Handbook of Operations SUUC Board of Management):

Facilities Manager/Sexton

Duties of Facilities Manager:

1. Work for the Corner Cupboard as needed including cleaning, set up and break down monthly and picking up orders.
2. Vacuum, sweep, mop all floors from the minister's study to the basement.
3. Empty all trash receptacles in the building and arrange for disposal with trash separated from recyclable materials.
4. Maintain cleanliness in all bathrooms in the building.
5. Make certain all bathrooms are stocked with toilet paper, paper towels, and soap. Inform the church administrator when these items need to be re-ordered.
6. Clean carpets.
7. Run the dishwasher and unload it weekly.
8. Set up and break down for scheduled functions, including Summer services in the parlor.
9. Purchase decorations, decorate, remove and store for Christmas and Easter.
10. Notify the Building & Grounds Committee of any special building repair needs or ask the church administrator to do so.
11. Make small repairs as needed, including painting interior, touching up exterior, changing lightbulbs, etc.
12. Mow the lawn.
13. Maintain the flags outside, including flying at half staff or removing due to weather.
14. Set and remove banners as needed.
15. Coordinate with contractors and maintenance people.
16. Take care of trash and recycling, including dropping off CLYNK bags, picking up money to be deposited in fundraising line and picking up bags and labels.
17. Make certain all rooms are clean and ready for Sunday morning worship, including cleaning after any special church events. The producing committees are responsible for the main clean-up after these events and the sexton's job is simply to add the "spit 'n polish."

Supervision and Evaluation:

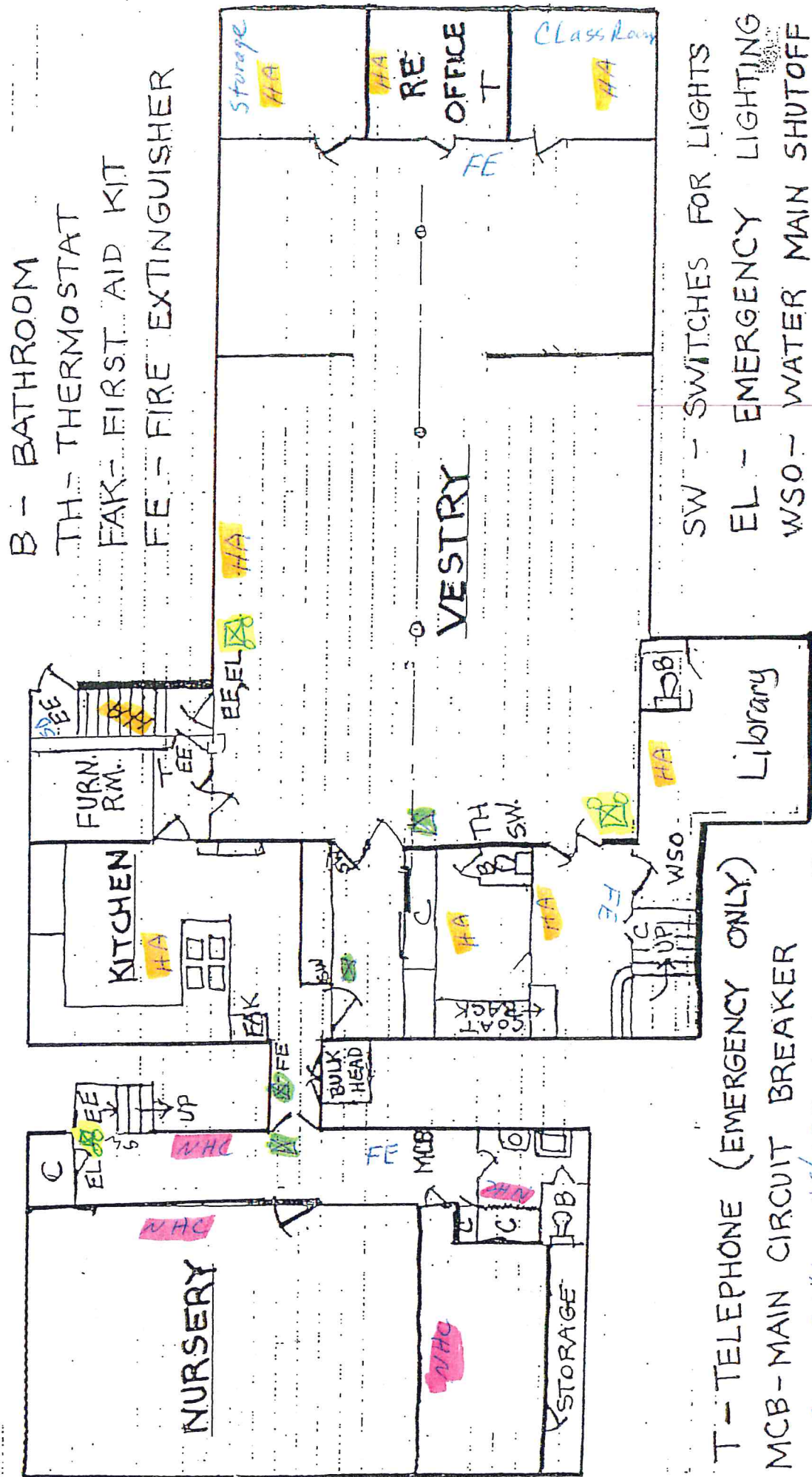
The Facilities Manager will be supervised by the Minister, who delegates day-to-day communications with the Facilities Manager to the Administrative Assistant.

The Facilities Manager and the job description will be evaluated through a process led by the Minister. Evaluations will generally take place annually in the spring in time for recommendations regarding the next year's budget planning.

APPENDIX C- MAP OF THE CHURCHE

SANFORD UNITARIAN CHURCH

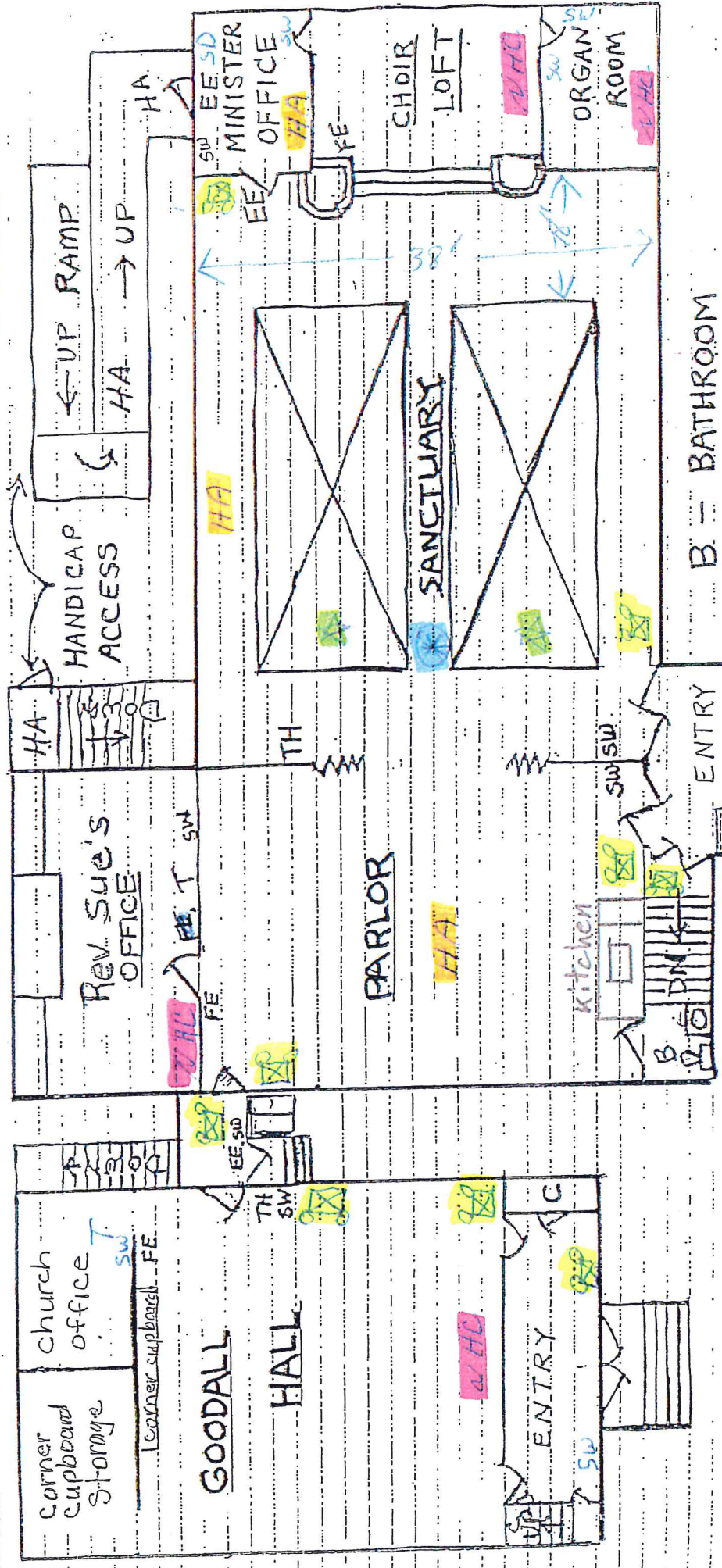
BASEMENT LEVEL LAYOUT



EXIT Signs & Emergency Lights
 VHC - not H/cap accessible
 HA - H/cap accessible

SANFORD UNITARIAN CHURCH

GROUND LEVEL LAYOUT



SD - SAND FOR STEPS (ICE MELT, too)

SW - SWITCHES FOR LIGHTS

T - TELEPHONE

EE - EMERGENCY EXIT

C - CLOSET

UN - HANDICAP ACCESS

MAIN DOOR

B = BATHROOM

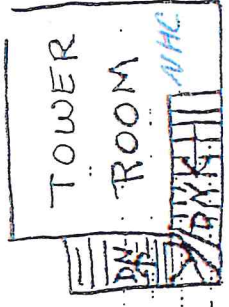
TH - THERMOSTAT

FAK - FIRST AID KIT

FE - FIRE EXTINGUISHER

* Center isle 49'6" WIDE 30' FT Long
 84 People each 18" x 24"

UPPER LEVEL



Handbook for Congregation Treasurers & Finance Leaders



Compiled by
The Annual Program Fund Staff,
Office of Stewardship and Development,
UUA

2013 – 2014

Handbook for Treasurers and Finance Leaders Serving Unitarian Universalist Congregations

Table of Contents

I Introduction

II Financial Management for Congregations

III Risk Management for Congregations

IV Congregation as Employer

V Donations to Congregations—Tax Deductions

VI Congregational Giving to the Unitarian Universalist Association and District Entities

VII Appendices

- #1** Stewardship Roles and Responsibilities
- #2** Gift Acceptance Policy samples
- #3** Adequate Liability Policy is Critical—InterConnections article
- #4** Recommended Practices for Congregation Treasurers and Employees
- #5** Internal Financial Review for UU Congregations
- #6** UUA Building Loan, Loan Guarantee, and Grant Programs
- #7** Grants, Scholarships & Loans Available Through the UU Sources
- #8** Stewardship and Generosity Resources for Congregations
- #9** UUA By-Laws: Principles and Purposes
- #10** UUA Membership Requirements

I. INTRODUCTION

Greetings, Congregation Treasurer and Finance Leaders!

Being a treasurer or financial leader in a congregation is an important role in a congregation, one with complex responsibilities and a high degree of accountability. It can be a challenge for busy volunteers to manage the myriad functions of congregation finance while staying abreast of best practices and financial commitments to our Unitarian Universalist Association and District.

Over the years I have heard from and worked with many congregation treasurers and finance leaders who are looking for a handbook of essential information to help them manage their responsibilities. This handbook contains the essentials for financial management collected from a variety of UUA, ecumenical, and secular sources, along with an appendix of supplemental materials and links to available online resources. It is designed to be adaptable and user-friendly, a resource that can be added to and easily updated as new information becomes available and practices and technology change. I hope you will find it a help to you in your role.

Thank you for your leadership and for the time and effort you dedicate in service to your congregation.

With Gratitude and Best Wishes,

Rev. Terry Sweetser

Vice President for Stewardship and Development
and Senior Advisor to the President
Office of Stewardship and Development
Unitarian Universalist Association

For response to questions, comments, or suggestions, please contact the Stewardship and Development staff at: development@uua.org.

February 2011

IMPORTANT DISCLAIMER:

This Handbook seeks to provide basic information about topics relevant to volunteer treasurers and leaders involved in financial management in UU congregations. The information it contains is subject to change, as is the case with changes in best practices and legal requirements affecting congregation and nonprofit finance. This handbook is not a substitute for professional accounting advice or financial advice that every congregation should seek based on their needs and circumstances.

II FINANCIAL MANAGEMENT FOR CONGREGATIONS

This section refers to accounting methods, reporting procedures, and risk management practices commonly recommended for the purposes of safeguarding the financial resources of congregations.

For more information on Financial Management for UU congregations:

<http://www.uua.org/finance/management/6765.shtml>

A. Record Keeping

It is essential to the smooth operation of any organization for there to be clear record-keeping policies and accurate documentation of the financial transactions.

Some categories of revenue include:

- Pledge income (annual)
- Contributions (identifiable, but not pledged)
- One time contributions (designated cash gifts)
- In-kind contributions (goods and services acknowledged for tax purposes)
- Designated fund gifts (such as Ministerial or Endowment Funds)
- Plate Offering collection (all cash or unidentified contributions and identified as “offering” rather than pledged contribution)
- Interest income
- Fundraising income
- Other income

B. Computer Software and Web-based Accounting Resources

For more information about available Church Management Software, comparisons and considerations:

<http://www.christianitytoday.com/yc/managresources/chmangsoftware>

The UUA Church Management Software Listserv at:

<http://lists.uua.org/mailman/listinfo/churchmgmtsoftware>

C. Asset Protection and Risk Management Practices

- 1) Internal Controls for appropriate handling of cash and check receipts and disbursements to protect both the congregation and individuals from occurrences or accusations of theft or misuse of funds.

- Divide the responsibilities for handling money, record keeping, check-signing and reconciliation of financial statements among different people. No individual should be responsible for more than one of these tasks.
- Two people are responsible for the counting and safe-keeping of the offering until it has been deposited at a bank or locked in a safe.
- Deposit cash and deposits promptly and carefully review and compare financial statements with the deposit slips.
- Encourage the use of envelopes for offering.
- Formally designate all those involved with money handling, check signing, and accounts. Keep screening and appointment records for the designated individuals on file.
- Make payments and disbursements by check or online banking services that provide a reliable means for tracking all transactions.
- Require two signatures on checks, particularly for those over \$1,000.
- Financial record-keeping should be performed by one who is not handling cash or statement reconciliation.
- Expenditures should be in accordance with the budget, with any unanticipated expenditures approved by the Finance Committee or other designated individuals.
- Unpaid pledges. No individual should act alone in writing off unpaid pledges.
- All valuables, cash, and marketable securities should be kept secure.
- Maintain an inventory of physical assets.
- Conduct an annual audit.
- Cash handling procedures should be in writing.
- Cover all cash handlers with a fidelity bond.

D. Financial Reporting in Congregations

Financial reports must contain the appropriate information necessary for leaders and members of the congregation to make informed financial decisions. Reports should include actual income and expenditures in comparison with those budgeted. In addition, information about the congregation's assets (cash and investment balances) and liabilities (debts and financial obligations) should be included.

The Treasurer or designated Financial Officer should provide financial reports to the governing body of the congregation monthly. In addition, there should be an annual report issued to the congregation for approval at their annual meeting.

1) Audits

It is recommended that the financial records of each congregation undergo an audit by an outside Certified Public Accountant every three years, or at least during each term of the church officers.

In addition, annual internal audits of the financial records should be performed by one or more members not otherwise involved in the congregation's financial operations. The costs of the audits should be considered a part of best financial practice.

See Appendix #5 for more specific recommendations in the document *Internal Financial Review for UU Congregations*.

2) Bonding of Staff and Volunteers

It is common practice for local congregations to purchase fidelity bonds to cover staff and volunteers who have responsibility for handling money. Fidelity bonds are a form of insurance which compensates the congregation if money is lost due to the dishonesty of employed staff or volunteers. Often claims will be paid only if the congregation is willing to prosecute the person taking the money, which poses a very difficult choice for congregation leaders. Preventative measures through good internal control procedures can help to avoid such situations.

E. Investments

The management of investments is an aspect of congregation finance requiring good procedures and oversight. Though there are inherent risks present in investing, good procedures help to reduce the risk of misuse of invested funds or unwise investing choices made on behalf of the congregation.

1) Investment Policy

It is advisable for congregations to adopt a written investment policy, which is formally approved by the governing body. Such a policy includes guidelines for how the congregation's assets may be invested, along with information specifying those authorized to make investment decisions within the established guidelines. Parameters for the amount of income from the investment can be used, by whom, and for what purpose.

2) Investment Protection

The responsibilities for managing the investments of the congregation should be distributed among several individuals, with no one person having sole authority for investment choices. At least two signatures should be required for any withdrawal or sale of invested funds.

Annual financial reports should include a full accounting of invested funds and annual audits should include verification of the investments.

3) Unitarian Universalist Association Investments

For those choosing to leave a planned Legacy gift to benefit the Unitarian Universalist Association for generations to come, there are a variety of options for giving. Members of the UUA's Stewardship and Development Legacy Program staff are available to provide information and assistance to individuals seeking investment and planned giving opportunities. For more information: plannedgifts@uua.org, (617) 948-6511, <http://www.uua.org/giving/planned/index.shtml>

4) Minister's Discretionary Funds

Many congregations have special funds or budget lines established for the discretionary use by ministers in response to pastoral needs or crises that may arise. These funds should be properly established and documented to avoid additional tax liability for the clergy.

A clear written policy should be adopted by the governing board. The policy should include provisions for the minister to make distributions from the fund for purposes specific to the mission of the congregation. In addition, it should state that the discretionary funds may not be distributed to the minister(s) or ministers' family members so as not to be considered taxable clergy income. In addition, the congregation or governing board must be accountable for the oversight of the fund so that donations may be considered tax-deductible contributions.

III RISK MANAGEMENT IN CONGREGATIONS

A. Insurance—consult with a legal advisor and/or insurance agency on the following coverage categories, as appropriate to your congregation's needs.

- 1) Worker's Compensation
- 2) Property and Liability Insurance
- 3) Use of Facilities by Other Organizations
- 4) Insurance for professional staff and board officers

For more information on Liability Insurance Coverage considerations for congregations, see Appendix #3.

B. Minimizing Legal Risks—

- 1) Safe Congregation Policies
- 2) Volunteer job descriptions, guidelines, and oversight
- 3) Policies and procedures for handling money, receiving contributions, and managing investments.

IV THE CONGREGATION AS EMPLOYER

Congregation leaders are encouraged to consult with the staff of the UUA's Office of Church Staff Finances in the Ministry and Professional Leadership Staff Group, at 617-948-6404, or online at:

<http://www.uua.org/directory/staff/ministriesfaith/officechurch/index.php>

For information about the UUA's Health Insurance Plan:

<http://www.uua.org/careers/compensation/health/index.shtml>

To contact the Health Plan Coordinator, email: healthinsurance@uua.org

UUA Salary Guidelines:

For the most current Salary Recommendations for congregational staffing:

<http://www.uua.org/careers/compensation/fair/178552.shtml>

The District Compensation Consultant Project administered by the Office of Church Staff Finances can provide trained compensation consultants to visit with local congregations about this issue.

UU Music Directors often belong to the UU Musicians Network

(<http://www25.uua.org/uumn/>). Many Administrators of UU congregations join the Association of UU Administrators (<http://www.auua.org/>). Both organizations are currently developing continuing education programs for their members leading to certification.

Benefits, professional expenses, and retirement contributions should be included in every employer congregation's budget and should be clearly identified. Contributions to the retirement plan and premiums for group health and life insurance should be paid directly by the society's treasurer. Premiums for long-term disability insurance should be treated as described above.

For further information

IRS publication 517, *Social Security and Other Information for Members of the Clergy and Religious Workers*, is available via www.irs.gov or 703/321-8020. Also recommended is IRS Publication 1828, *Tax Guide for Churches and Other Religious Organizations*.

The annual *Church and Clergy Tax Guide* by Richard Hammar, CPA, is considered an authoritative guide by many religious groups. It may be purchased from Christian Ministry Resources, PO Box 2301, Matthews, NC 28106, 800/222-1840.

V DONATIONS TO CONGREGATIONS— GIFT ACCEPTANCE AND TAX DEDUCTION POLICIES AND PROCEDURES

For more current and detailed information on tax laws,
<http://www.irs.gov/charities/churches/index.html>

See Appendix #2 for sample gift acceptance policies and procedures.

- A. Contributions from Members—donor designated for restricted or unrestricted purposes.
- B. Fundraising Events
- C. Gifts of Property
- D. Planned Giving

VI CONGREGATIONAL GIVING TO THE UNITARIAN UNIVERSALIST ASSOCIATION AND DISTRICT ENTITIES

A. Annual Program Fund

- ***What is the Annual Program Fund?***

The Annual Program Fund (also known as “APF”) is the fund that member congregations pledge and contribute to each year in support of their Association of Congregations operating budget. Currently, this financial support provides for nearly half of the UUA’s undesignated funding, providing for its many essential programs, services, and operations. For more information about the Annual Program Fund (APF) go to: <http://www.uua.org/giving/apf>.

- ***Why are congregations expected to contribute to the Annual Program Fund?***

Over 1,045 congregations have voluntarily joined the Unitarian Universalist Association of Congregations, covenanting with one another to actively affirm and promote the purposes and principles of Unitarian Universalism. Congregations freely enter into this covenantal relationship, and in doing so, promise to one another their mutual trust and support. In accordance with UUA by-laws, member congregations have the responsibility to report annually for certification on or before February 1st.

Certified congregations are those who conduct regular religious services, hold at least one business meeting of their members, maintain adequate membership records, and make an annual financial contribution to the Association’s Annual Program Fund. Congregations are asked to pledge annually, with contributions sent to the UUA Annual Program Fund, PO Box 843153, Boston, MA 02284-3153. Online payment options are available; contact apf@uua.org for more specifics. *(for specific UUA by-laws membership certification requirements, see Appendix 10.)*

- ***How much is my congregation expected to contribute to the APF?***

The APF requested contribution for the current fiscal year (July 1, 2012-June 30, 2013) is \$58 per member, and will increase to \$60 per member for Fiscal Year 2013-2014. The total requested contribution (also known as “Fair Share”) is calculated based on the congregation’s certified membership for that fiscal year. Large congregations certifying 550 or more members have the option of contributing 4.2% of their expenditures, increasing to 4.3% of expenditures in Fiscal Year 2014. Those contributing their full “fair share” are recognized as “Honor Congregations” and are recognized each year at the General Assembly and in the Annual Report on Congregational Giving (<http://www.uua.org/giving/>)

- ***How is this decision made?***

The UUA Administration establishes the annual APF requested contribution, based on input and recommendations from its Stewardship and Development staff, Annual Program Fund Committee, and in consultation with the Finance Committee of the UUA Board of Trustees. The Annual Program Fund requested contribution is determined based, in large part, on the projected undesignated income goal necessary to fund the annual operating budget of the UUA. The proposed budget is voted upon annually by the General Assembly delegates, following an opportunity for review and a budget hearing held during the General Assembly.

- ***How are these APF contributions used?***

The Annual Program Fund provides for a wide range of vital services, programs and resources of direct benefit to our member congregations. A portion of the Annual Program Fund contributions raised is returned to each of the nineteen districts of the UUA in the form of grants. The UUA website, lifespan religious education curricula, ministry and professional leadership credentialing, search and settlement services, social justice resources and advocacy, youth and young adult programs, and an array of publications are funded by our congregations’ APF contributions.

- ***Where do we send our APF contributions?***

All APF contributions should be made payable to “UUA Annual Program Fund” and mailed directly to the APF lock box address: **UUA Annual Program Fund, PO Box 843153, Boston, MA 02284-3153.**

- ***Whom do we contact with our questions about the Annual Program Fund?***

For questions about your congregation’s APF annual pledge, statements, or contributions, contact the **APF Assistant**, Email: apf@uua.org , Phone: (617) 948-6512

For questions about the Annual Program Fund, requests for information about how contributions are used, or to offer feedback about the program, contact the **Director of the Annual Program Fund**, Email: apfdirector@uua.org Phone: (617) 948-6513

Recognition for Annual Program Fund Contributions

- *In what ways are congregations recognized for their contributions to the APF?*

The following categories of congregational giving are recognized and affirmed each year in the Association's Annual Report on Giving. At the General Assembly, delegates representing these congregations in the following categories are eligible for special ribbons to attach to their name badges. All those congregations in the Honor, Merit, or Leadership categories receive certificates and letters of appreciation for their APF contributions. Additionally, giving levels are noted in the UUA Directory for each member congregation for contributions made in the prior fiscal year. The APF representatives and District leaders honor congregations in their ongoing personal contact, in newsletters, and at their annual district meeting events.

Recognized Categories of Congregational Giving:

Honor Congregations—those contributing their full requested contribution by the end of the current fiscal year.

+ \$100 Congregations—those contributing at least \$100 above their full requested contribution by the end of the current fiscal year.

10 year+ Honor Congregations—those contributing the full requested contribution for ten or more consecutive years.

Leadership Congregations—the 50 highest contributing Honor Congregations (annually).

Merit Congregations—those contributing at least 20% more than the prior fiscal year.

Other Commonly Asked Questions

- *What if our fiscal year differs from that of the UUA's?*

It is not uncommon for the fiscal years of congregations and UUA to differ. The best way to work with this factor is to budget based on the combined total of the Fair Share amount for each portion that falls in the congregation's fiscal year. Then, the total amount for each portion is calculated as a monthly figure.

For example, if a congregation uses a calendar fiscal year (Jan 1-Dec 31), calculate the APF Fair Share for each half of the UUA fiscal year (July 1- Dec 31 and Jan 1 – June 30) based on the designated per member figure for each half. For the congregation to be considered Fair Share, the full Fair Share amount based on the UUA fiscal year period must be received by the APF office between July 1 and June 30.

- ***What are the consequences if we do not make the full APF contribution in a given year?***

Our UUA by-laws state that member congregations are to certify annually by reporting on their activities and make a financial contribution to the Association in the prior year. Meeting these requirements enables congregations to be active, voting members of the Association.

In addition, congregations applying for or receiving grants or building loans from UUA sources are expected to be in good standing with the Association with regard to their Annual Program Fund giving.

A provision has been established by which a congregation that has not contributed their full requested contribution during one fiscal year may pay the remaining amount in the next fiscal year and have its status as an APF Honor Congregation restored for the prior year. In this case, the full requested contributions for both years must be received by the end of the second year, or by June 30.

B. Association Sunday Campaign for Congregational Giving

For more information about Association Sunday:

<http://www.uua.org/giving/associationsunday/index.shtml>

Association Sunday is a voluntary annual event to which all congregations are invited to participate in for the purpose of recognizing and supporting, both in spirit and financially, the national work of the Association. Association Sunday gifts provide vital unrestricted funds that further strengthen and grow Unitarian Universalism, increasing our capacity to carry out our mission and expand our reach.

Funds raised on Association Sunday are not derived from the congregation's operating budget (as are contributions to the Annual Program Fund and District Dues), but from individual Unitarian Universalists who are motivated to support these special initiatives and programs. Many individuals are pleased to have additional opportunities to contribute to a vision of a more abundant, more connected faith community.

C. Umbrella Funding Through the UUA

For more information about Umbrella Funding options:

<http://www.uua.org/giving/47673.shtml>

As an association of congregations, the Unitarian Universalist Association (UUA) can and should put its combined strengths to work for the benefit of all Unitarian Universalist organizations. That is why, as part of our mission to serve our member congregations and the wider movement, the UUA has developed a simple and creative solution that we call "umbrella giving."

What is umbrella giving?

Umbrella giving allows entities under the Unitarian Universalist (UU) umbrella to receive gifts through a single donation to the Association.

How does it work?

The process is simple. You make a single gift to the Unitarian Universalist Association and let us know how you would like your gift to be distributed. The UUA then distributes the gift and notifies the benefiting entity according to your instructions.

Why would I want to use the UUA's Umbrella Giving Program?

The Umbrella Giving Program:

1. Creates a way for you to give anonymously.
2. Gives you access to life income gift options such as charitable gift annuities and charitable trusts.
3. Allows your congregation to focus its resources on programming instead of gift administration.
4. Provides you access to and support from knowledgeable and professional staff.
5. Creates accountability for gifts with restrictions.
6. Simplifies your estate plans.
7. Leaves a lasting legacy.

What types of gifts are eligible?

Any gift given to the UUA can be an umbrella gift. This includes cash, gifts of stock, and planned gifts such as bequest and charitable gift annuities.

D. UU COMMON ENDOWMENT FUND

The UU Common Endowment Fund (the "Fund" or "UUCEF") is an alternative for UU Congregations and UU-related organizations that currently manage or direct the investment of their own assets. The Fund is more than a single investment option – it is an investment program that implements a range of key tasks that may be challenging (and costly) for any single UU Congregation to perform on its own. Under oversight of the Board, the Investment Committee selects professional outside advisors and Investment Managers.

Currently, 297 UU congregations and UU-related organizations entrust the management of their investment assets to the UUCEF -- a professionally managed, diversified investment fund, offered by the Unitarian Universalist Association ("UUA") to manage the assets of congregations, districts and other UU-related organizations (congregations, districts and UU-related organizations are collectively referred to below as "UU Congregations").

Established in 1962 as a common investment fund, assets of the UUCEF are currently held in US and international equities, domestic and global fixed income securities and other holdings intended to provide broad diversification. The UUCEF is available for the investment of endowment funds, trust funds, and other assets of UU Congregations that have a long-term investment perspective and the need for income to support their missions.

The UUCEF has the following investment objective: achieve returns, after adjustment for inflation and after investment management fees, of 5% per year within a moderate risk tolerance. It pursues this goal

through diversification among asset classes (large cap equities, small cap equities, fixed income, high-yield fixed income, global asset allocation funds, and hedge funds), geography (U.S., international developed markets and emerging markets) and investment managers (the UUCEF currently uses 15 money management firms).

Investing in the Fund can relieve an organization of the responsibilities of investment management and move that task to professional managers and advisors, whose work is directed and monitored by a team consisting of the UUA Board of Trustees, the UUA Investment Committee, the UUA Committee on Socially Responsible Investing and the UUA staff.

The Fund brings investors an added dimension -- an active program of Socially Responsible Investing ("SRI"), which focuses on making investment decisions that reflect UU values and contribute to positive social and environmental change. The Fund's SRI goals are realized by work in four areas: Shareholder advocacy, proxy voting, community investing and investment screening through stock selection.

As of June 30, 2011, the UUCEF held assets valued at approximately \$139 million. About \$76 million of that consists of the UUA's own endowment assets, and the balance represents funds from UU Congregations. Individuals may not invest in the UUCEF.

Congregations considering investing in the Fund should read the Investment Information Memorandum and the Subscription Agreement, both found at www.uucef.org. To learn more, contact the UUA Finance Office treasurer@uaa.org or 617-948-4306.

E. District Funding

There are nineteen Districts of the UUA in North America, which include member congregations of the UUA within established geographical areas. The mission of the UUA Districts is to serve as a resource for local congregations and to help extend Unitarian Universalist influence in the larger community. Districts are governed by district boards of trustees and operate with a combination of funding from the UUA and district dues. The district dues are established and managed by each district.

For more information about the Districts of the UUA, go to:
<http://www.uua.org/directory/staff/congregationallife/144750.shtml>

Appendix #1

STEWARDSHIP LEADER ROLES AND RESPONSIBILITIES

Role of the Minister

- Be an active and intentional steward, modeling good and responsible stewardship behavior.
- Encourage a discernment process about stewardship in support of the congregation's mission, vision, and strategic planning.
- Preach sermons with stewardship themes regularly.
- Emphasize the importance and value of stewardship as a spiritual practice.
- Incorporate a stewardship message in Sunday services weekly, through invitations to offertory, prayers, promote other opportunities to give.
- Meet regularly with the stewardship team.
- Engage lay leaders in open and honest conversations about the importance of stewardship, giving, generosity, and money—in their lives and in the life of the congregation.
- Take an active role in stewardship in the congregation, including identifying and cultivating major contributors.
- Provide guidance and training for small group ministry facilitators on topics of money, stewardship, and giving.

Role of the Board

- Be active and intentional stewards, modeling good and responsible stewardship behavior.
- Take the lead in making financial commitments before asking the congregation to do so.
- Discuss stewardship issues in Board meetings and in the congregation.
- Establish stewardship and fund-raising policies and procedures.
- Set annual stewardship goals in alignment with the congregation's mission, vision, and strategic planning.
- Appoint and guide a stewardship team to serve actively year-round.
- Plan regular opportunities for stewardship education for all ages.

- Provide a variety of ways that congregants can contribute in support of their congregation, its ministry in the wider community, and to its Association.
- Express appreciation for congregational giving.
- Inform the congregation about how their financial gifts are used.
- Ensure that new members receive clear information about the importance of congregational stewardship.

Role of the Stewardship Team

- Be active and intentional stewards, modeling good and responsible stewardship behavior.
- Take the lead in making financial commitments before asking the congregation to do so.
- Plan and establish a year-round, comprehensive stewardship program.
- Plan and implement the annual budget drive campaign that reflects the congregation's mission, vision, and priorities.
- Gather financial commitments from congregants.
- Provide regular updates to the congregation about stewardship, needs, and giving levels.
- Express appreciation and affirmation to all givers for their contributions.

Role of the Congregation

- Support the mission and vision of the congregation through a commitment to Unitarian Universalism principles and values.
- Make an annual pledge of financial commitment to the congregation.
- Contribute financial gifts to the congregation on a regular basis.
- Adjust lifestyle and spending habits to make generous giving possible.
- Take an active interest in congregational stewardship, engaging in the work of stewardship through personal reflection, learning, and action.
- Offer time, energy and commitment in ways other than financial.
- Celebrate generosity and successes!

Appendix 2

SAMPLE GIFT ACCEPTANCE POLICY (1) XYZ CHARITY

XYZ Charity (the “Charity”), a not for profit organization organized in the State of _____, encourages the solicitation and acceptance of gifts to further and fulfill its mission of (insert your mission statement here).

I. Purpose of Policies

This statement articulates the policies of the Board of Directors (the “Board”) of the Charity concerning the acceptance of charitable gifts and provides guidance to prospective donors and their advisors when making gifts to the Charity. The Advancement Committee of the Board will adopt appropriate procedures to implement these policies.

II. Responsibility to Donors

- A. *Commitment to a Donor-Centered, Philanthropic Approach: The Charity, its staff and volunteer representatives shall endeavor to assist donors in accomplishing their philanthropic objectives in a donor-centered way. In many circumstances, this may involve the donor’s professional advisors, as charitable support is often integrated with a donor’s overall tax, estate and financial planning.*
- B. *Confidentiality: Information concerning all transactions between a donor and the Charity shall be held by the Charity in confidence, and may be disclosed only with the permission of the donor or the donor’s designee.*
- C. *Anonymity: The Charity shall respect the wishes of any donor offering anonymous support and will implement reasonable procedures to safeguard such donor’s identity.*
- D. *Ethical Standards: The charity is committed to the highest ethical standards. The Charity, its staff and volunteer representatives shall adhere to both the [Model Standards of Practice for the Charitable Gift Planner](#), as adopted by the Partnership for Philanthropic Planning (“PPP”), and the [Code of Ethical Principles and Standards \(PDF\)](#) as adopted by the Association of Fundraising Professionals (“AFP”). The Charity will not participate in gift discussions if there is a question as to the title/ownership of the asset or the donor’s competency to transfer an asset.*

III. Legal Considerations

- A. *Compliance: The Charity shall comply with all local, state and federal laws and regulations concerning all charitable gifts it encourages, solicits or accepts. All required disclosures, registrations and procedures shall be made and/or followed in a thorough and timely manner.*
- B. *Endorsement of Providers: The Charity shall not endorse legal, tax or financial advisors to prospective donors.*
- C. *Finder’s Fees and Commissions: The Charity shall not pay fees to any person as consideration for directing a gift by a donor to the Charity.*
- D. *Legal, Tax and Financial Advice: The Charity shall inform prospective donors that it does not provide, legal, tax or financial advice, and shall encourage prospective donors to discuss all charitable gift planning decisions with their own advisors before entering into any commitments to make gifts to the Charity.*

- E. *Preparation of Legal Documents:* The Charity shall not prepare legal documents for execution by donors, except forms to create charitable gift annuities. The Charity may provide model language, such as sample bequest language, gift agreements or charitable remainder trusts, but shall strongly encourage prospective donors to have this language reviewed by their own counsel.
- F. *Payment of Fees:* It will be the responsibility of the donor to secure an appraisal (where required) and to pay for the advice of independent legal, financial or other professional advisers as needed for all gifts made to the Charity.
- G. *Service as Executor or Living Trust Trustee:* Unless approved in advance by the Vice President of Finance, the Charity will not agree to serve as executor of a decedent's estate or as trustee of a living trust or other trust intended to serve as a person's primary estate planning document.
- H. *Trusteeship:* The Charity may serve as trustee of trusts to maintain its gift annuity reserve accounts, as required by relevant state insurance law, in connection with the Charity's gift annuity program. The Charity may serve as trustee of charitable remainder trusts, provided that 100% of the remainder interest in the trust is irrevocably dedicated to the Charity, and the charitable remainder trust meets the minimum standards set forth in the Gift Acceptance Procedures. The Charity may serve as a trustee of trusts only in circumstances in which its investment authority as trustee is unrestricted. The Charity will not serve as co-trustee of a charitable trust.
- I. *Use of Counsel:* The Charity shall seek the advice of legal counsel in matters relating to the acceptance of gifts when appropriate. Review by counsel is recommended for gifts involving: closely held stock transfers that are subject to restrictions; gifts involving contracts, such as bargain sales; reformation of charitable trusts; and transactions involving potential conflicts of interest.

IV. Gift Acceptance

- A. *Implementation:* Gift acceptance, as outlined in these policies, is delegated by the Board to the Vice President of Advancement (the "Vice President"). The Vice President is authorized to accept all gifts permitted by this policy.
- B. *Approval of Exceptions:* Acceptance of gifts outside the scope of this policy requires the unanimous, written approval of the Gift Acceptance Committee (the "GAC"). The Vice President shall report all gifts accepted as exceptions to the policy to the Advancement Committee of the Board at its next regular meeting.
- C. *Gift Acceptance Committee:* The GAC shall be made up of the Chair of the Advancement Committee of the Board, the Vice President and the Vice President of Finance.
- D. *Gift Acceptance Procedures:* The Board delegates to the GAC the responsibility of approving Gift Acceptance Procedures to implement these policies.
- E. *Gift Acceptance Alternatives:* In the event the GAC rejects a gift, the Charity will attempt to assist the donor in finding a suitable third-party charity to accept the gift and share the proceeds, less costs, with the Charity.
- F. *Gift Agreements:* The Charity generally uses non-binding statements of intent to document gift commitments. The GAC shall create and maintain samples for use by staff and volunteer leadership. All statements of intent shall include a short profile of the donor, the donor's commitment and timeframe for payments, the Charity's commitment (including restrictions), how the completed gift will be managed, alternative use and saving language, stewardship, and donor recognition.

1. Unrestricted Commitments within a Fiscal Year: *The Charity does not require statements of intent for unrestricted gift commitments within the current fiscal year.*
2. Unrestricted Commitments Covering More Than One Fiscal Year: *If the unrestricted commitment shall cover more than one fiscal year, a simple letter or card documenting the gift amount and payment schedule may be substituted for a formal statement of intent.*
3. Commitments Subject to Restrictions: *The Charity requires an executed statement of intent for all commitments subject to restrictions, including restricted endowment gifts.*
4. Commitments Over \$1,000,000: *The Charity requires an executed, binding gift agreement (pledge) for all commitments over \$1,000,000, unless waived in writing by the Vice President.*

V. Gift Restrictions

- A. Unrestricted Gifts: *To provide the Charity with maximum flexibility in the pursuit of its mission, donors shall always be encouraged to consider unrestricted gifts or gifts restricted to budgeted priorities of the Charity.*
- B. Budgeted Programs or Facilities: *The Charity may accept gifts restricted to specific budgeted programs and purposes.*
- C. Other Restrictions on Gifts: *The Charity may accept gifts restricted to non-budgeted programs and purposes only upon the prior, written approval of the Vice President. The Charity reserves the right to decline gifts which are too restrictive in purpose, too difficult to administer, or for purposes outside of its mission.*
- D. Unrestricted Future Gifts: *As donors making large future gifts generally intend for these gifts to benefit the long-term future of the Charity, all future gifts (bequests, retirement plan and life insurance designations, etc.) with a value over \$25,000 shall be added to the Board Designated Unrestricted Endowment.*

VI. Types of Property

These assets may be considered for acceptance by the Charity, subject to the following criteria:

- A. *Cash:* Acceptable in any negotiable form, including currency, check and credit card gifts.
- B. *Securities:*
 1. *Publicly Traded Securities:* Stocks, bonds and mutual funds traded on an exchange or other publicly reported market are acceptable.
 2. *Closely Held Securities and Business Interests:* Debt and equity positions in non-publicly traded businesses, hedge funds, REITs, interests in limited liability companies and partnerships may only be accepted upon prior written approval of the GAC after review in accordance with the Gift Acceptance Procedures.
 3. *Options and Other Rights in Securities:* Warrants, stock options and stock appreciation rights may only be accepted upon prior written approval of the GAC.
- C. *Life Insurance:* The Charity will accept a gift of life insurance provided that the policy has a positive cash surrender value and the Charity has been named both beneficiary and irrevocable owner of the policy.
- D. *Real Property:* Personal and commercial real property, real estate interests/derivatives, and remainder interests in property (gifts subject to a retained life estate) may only be accepted upon prior written approval of the GAC after review in accordance with the Gift Acceptance Procedures,

including appropriate environmental screenings. The Charity does not accept debt-encumbered real property, real property subject to a mortgage or lien or time share interests. For gifts subject to a retained life estate, the donor or primary life beneficiary shall be responsible for all expenses other than capital expenditures during the life tenancy, including but not limited to maintenance, real estate taxes, assessments and insurance.

- E. *Tangible Personal Property*: Jewelry, books, works of art, collections, equipment and other property which may be touched, may only be accepted after review in accordance with the Gift Acceptance Procedures.
- F. *Other Property*: Property not otherwise described in this section, whether real or personal, of any description (including but not limited to mortgages, notes, contract rights, copyrights, patents, trademarks, mineral rights, oil and gas interests and royalties) may be only be accepted upon prior written approval of the GAC.

VII. Structured Current Gifts

- A. *Bargain Sales*: Transactions wherein the Charity pays less than full value for an asset and issues a gift receipt for the difference may only be accepted upon prior written approval of the GAC after review in accordance with the Gift Acceptance Procedures.
- B. *Charitable Lead Trusts*: The Charity may accept a designation as income beneficiary of a charitable lead trust. The Charity will not serve as trustee of a charitable lead trust.
- C. *IRA Charitable Rollover*: The Charity may accept all gifts directly transferred from an IRA, as permitted under the Pension Protection Act of 2006 and subsequent extensions.
- D. *Matching Gifts*: The Charity will accept all matching gifts, subject to the terms and conditions of Section VI.
- E. *Other Structured Current Gifts*: The Charity may only accept other structured current gifts with prior written approval of the GAC after review in accordance with the Gift Acceptance Procedures.

VIII. Future Gifts

- A. *Future Gifts Subject to a Payment Interest*
 - I. *Charitable Gift Annuities*: The Charity offers immediate payment, deferred payment, commuted payment and flexible payment charitable gift annuities, provided:
 - i. *Minimum funding amount*: \$10,000
 - ii. *Maximum funding amount*: 25% of total gift annuity pool [if pool is unrestricted]; (10% of total gift annuity pool if pool is restricted)
 - iii. *Minimum age(s)*: None (All proposals for donors with an average age under 60 shall include an option with a hedge against inflation)
 - iv. *Maximum number of lives*: Two
 - v. *Ultimate beneficiary*: The Charity for 100%, irrevocably
 - vi. *Payout rate*: American Council on Gift Annuities recommended rates (All proposals shall include offer of 100%, 90% and 80% of the ACGA recommended rate)
 - vii. *Payment schedule*: Monthly, quarterly, semi-annual or annual
 - viii. *Funding assets*: Prior written approval of the GAC is required for assets other than cash or publicly traded securities

2. Charitable Remainder Trusts When the Charity Serves as Trustee: *The Charity will serve as trustee of charitable remainder trusts, provided:*
 - i. *Minimum funding amount: \$100,000*
 - ii. *Maximum funding amount: None*
 - iii. *Minimum age(s): None*
 - iv. *Maximum number of lives: None*
 - v. *Ultimate beneficiary: The Charity for 100%, irrevocably*
 - vi. *Payout rate: Per gift acceptance procedures (generally 5%-7%)*
 - vii. *Minimum charitable remainder: 25% of the funding amount (using the income tax charitable deduction methodology)*
 - viii. *Payment schedule: Monthly, quarterly, semi-annual or annual*
 - ix. *Funding assets: Prior written approval of the GAC is required for assets other than cash or publicly traded securities, although a broader array of assets will be approved for a charitable remainder trust than a charitable gift annuity*
 - x. *Costs charged to the trust: Investment management, administration, legal counsel and tax return preparation*
3. Charitable Remainder Trusts When the Charity Does Not Serve as Trustee: The Charity will accept designation as charitable beneficiary of charitable remainder trusts that do not name the Charity as trustee. Donors who create externally managed and trustee trusts will be asked to provide the Charity with a copy of the trust document and annual investment reports for record-keeping purposes.
4. Pooled Income Funds: The Charity offers a pooled income fund provided
 - i. *Minimum funding amount: \$10,000*
 - ii. *Maximum funding amount: None*
 - iii. *Minimum age(s): None*
 - iv. *Maximum number of lives: Two*
 - v. *Ultimate beneficiary: The Charity for 100%, irrevocably*
 - vi. *Payout: Net income (capital gains treated as income)*
 - vii. *Payment schedule: Quarterly*
 - viii. *Funding assets: Prior written approval of the GAC is required for assets other than cash or publicly traded securities.*
 - ix. *Costs charged to the pool: Investment management, administration, legal counsel and tax return preparation*

B. Future Gifts Not Subject to a Payment Interest

1. Gifts by Will or Living Trust: *Donors and supporters of the Charity will be encouraged to designate the Charity as a beneficiary of their wills or living trusts.*
2. Retirement Plan, Life Insurance and Other Beneficiary Designations: *Donors and supporters of the Charity will be encouraged to designate the Charity as beneficiary or contingent beneficiary of their retirement plans, life insurance policies and other accounts on which they can name a beneficiary.*

IX. Donor Recognition

- A. General: *The Board, upon recommendation of the GAC and the Advancement Committee, establish criteria for the recognition, honoring and stewarding of donors.*

- B. Buildings: Except in the case of naming opportunities that appear on a schedule approved by the Board, the advancement staff of the Charity shall make no commitments to donors concerning the naming of buildings or facilities without the approval of the Board upon recommendation of the GAC.*

X. *Reporting and Valuation Standards*

- A. Gift Reporting and Counting: For outright gifts, the Charity shall follow the Council for Advancement and Support of Education (“CASE”) Reporting Standards and Management Guidelines for Educational Institutions, Fourth Edition, 2009. For future gifts, the Charity shall follow the [PPP Guidelines for Reporting and Counting Charitable Gifts \(PDF\)](#), Second Edition, 2009. All exceptions to these standards shall be made by the GAC.*
- B. Gift Valuation: The Charity shall follow the [PPP Valuation Standards for Charitable Planned Gifts \(PDF\)](#). All exceptions to these standards shall be made by the GAC.*

XI. *Periodic Review*

- A. Regular Review: The GAC shall review these policies in even numbered years to ensure that they continue to accurately describe the policies of the Charity with respect to acceptance of charitable gifts, and shall propose to the full Board for ratification those revisions that the GAC shall determine to be necessary or appropriate.*
- B. Special Review: The GAC shall initiate a supplemental review of these policies upon the enactment or promulgation of legislation or regulatory rules affecting fundraising and gift acceptance by the Charity, or prior to the start of a formal fundraising campaign. All proposed changes shall be shared with the full Board for ratification.*

APPENDIX #3

Adequate Liability Policy is Critical

Excerpted from the article found in the
June 1, 2001 issue of InterConnections, Don Skinner, Editor

InterConnections is found online at: <http://www.uua.org/interconnections/>

Congregations are subject to many kinds of liability, from slip-and-falls, to theft, to damage to a rented building. Adequate liability coverage is critical, says Patrick Moreland, Vice President of Church Mutual Insurance Company, Merrill, WI, the Unitarian Universalist Association (UUA) recommended insurance carrier.

An article in the previous issue of InterConnections (March 2001) reviewed property insurance coverage. This article explores liability coverage. In addition to the obvious need for liability coverage for slip-and-falls, churches should consider the following liability issues, says Moreland:

- Sexual misconduct/molestation. Accusations can arise at any church. Even if allegations are false, the church and those accused can incur large legal defense costs.
- An errors and omissions policy (called Directors and Officers Liability) will permit leaders to make decisions without undue fear of lawsuits.
- Pastoral Counseling, which protects the pastor and the church, should be covered by insurance, but often isn't. Lay counselors should also be included in liability coverage.
- Make sure liability and "medical expense" coverage applies not only at church but also away from it. Medical expense insurance covers the costs of less serious injuries that occur at your church or on a church-sponsored activity, regardless of fault. Be sure it covers members, guests, and volunteer workers, plus sports-related injuries.
- If you use someone else's building, you may be legally responsible for damage you cause to it. Advise your agent so that your policy may be endorsed to protect you. Similarly, you may want proof of insurance from those who use your facility.
- When you rent or borrow a vehicle, or ask someone to drive on behalf of your church, you create a liability exposure for your church. Purchase "hired and non-owned" liability coverage. Let volunteers know their insurance is primary when they drive their vehicle on your behalf. And that, in most cases, damage to their vehicle is covered only by their own insurance.
- Most states require churches to have worker's compensation insurance. Even if not required, benefits set by your state must still be paid to full-time and part-time employees.
- Also consider buying bond coverage to protect against dishonest employees and volunteers who are entrusted with church money and other property.

APPENDIX #4

Recommended Practices for Congregation Treasurers and Employees

(Original Source: Office of Church Staff Finance, UUA, ocsf@uua.org , adapted by Laurel Amabile)

The following are recommended tasks for congregation treasurers at the start of the church year. The website URL for any below additional information is

<http://www.uua.org/careers/compensation/index.shtml> unless otherwise noted.

1. Ask the minister(s) to update their clergy housing allowance needs for the next calendar year and have the governing board approve the allowance before December 31. The allowance can be increased prospectively but not retroactively. In the case of new ministries, it can be set for a six month period and then adjusted if need be.
2. Provide accurate W-4 forms for all employees. Changes in family size may lead to changes for income tax withholding. Churches are not required to withhold income or social security taxes for ordained clergy, but many ministers ask to have this done voluntarily.
3. Prepare the reports of contributions received for each giver. Consult the IRS on the requirements for contributions levels that must be tracked and acknowledged. Donors are more inclined to be generous in the future if they have been warmly and personally thanked for past gifts.
4. Holiday gifts or year-end bonuses to staff are taxable transactions. Consult with a tax professional or IRS for the current tax law requirements.
5. Review the congregation's property, casualty, and liability insurance coverage to be sure it is adequate, including professional malpractice coverage for staff. Update the value of the churches real property and other tangible assets at regular intervals.
6. Provide congregants with opportunities for making year-end charitable contributions that may offer them tax advantages.
7. Consult the UUA's online Leader's Library for Congregational Handbook, model Personnel Policy Manual, and a variety of resources for congregation staffing, compensation recommendations and benefits information:
<http://www.uua.org/aboutus/professionalstaff/ministriesfaith/officechurch/index.php>

APPENDIX #5

INTERNAL FINANCIAL REVIEW FOR UU CONGREGATIONS

By James Wu, President, UU Congregation of Columbia, MD

JamesWuUCC@aol.com, 202/874-8806

November 1998

Edited by Ralph Mero, former UUA Director of Church Staff Finances

CAUTION: This material does not replace the need for an outside audit by a CPA firm, but is offered as a starting point to assist Treasurers and Finance Officials in carrying out their fiduciary responsibilities regarding church financial operations.

INCOME

Objective: To determine if the cash-receipts process is documented, complete, and adequate.

- | | | | |
|-----|---|-----|----|
| 1.1 | Review the procedures for counting cash & check collections.
Are the procedures clear and complete? | Yes | No |
| 1.2 | Review the forms used to record the count. Can all cash be properly accounted and classified? | Yes | No |
| 1.3 | Are any funds received which do not go through this same counting process? Discuss the accounting of all funds with the Treasurer, Minister, Lay Leaders, and Finance Committee Chairpersons. Do all funds collected flow through this process? | Yes | No |
| 1.4 | Review the list of counting personnel and compare it to the group of record-keeping people to ensure that none of the people counting are also record-keeping people. This review promotes a separation of duties. Is everyone counting the collections excluded from the list of people involved in keeping the records for the collections? | Yes | No |
| 1.5 | Review deposit dates and amounts on bank deposits and compare to reported dates and amounts. Selecting a sample of deposits. Are these dates and amounts the same? | Yes | No |

EXPENSES

Objective: To determine whether there is proper authorization for expenditures.

- | | | | |
|-----|---|-----|----|
| 2.1 | Review the invoice authorization process.
Inquire how bills are distributed to responsible parties for approval.
Does this approval process appear to be adequate? | Yes | No |
| 2.2 | Are bills routinely approved by the person responsible for the respective line items in the budget? | Yes | No |
| 2.3 | Review a sample of invoices paid during the past year. Based on actual practice, are people in compliance with this process and does this approval process still appear to be adequate? | Yes | No |
| 2.4 | Trace a sample of approved invoices to the ledger and to canceled checks showing payment. Are the amount, date, check number, and payee the same? | Yes | No |
| 2.5 | Trace a sample of canceled checks to the ledger and to approved invoices. Again, are the amount, date, check number, and payee the same? | Yes | No |

Objective: To determine if assets are properly safeguarded.

- | | | | |
|-----|---|-----|----|
| 2.6 | Obtain a copy of the signature-authorization cards for all bank accounts and review the list. Are these people the proper people to be authorized to sign checks, etc.? | Yes | No |
| 2.7 | Determine where blank checks are kept. Are they being kept in a secure place? | Yes | No |
| 2.8 | Regarding payments to any Board member, staff member, or key financial members, check to ensure that such payments are adequately documented and seem to be reasonable. Does everything appear to be sufficiently substantiated and in order? | Yes | No |
| 2.9 | Review a physical inventory list or a list of the congregation's physical assets. Is this list current and complete? | Yes | No |

Objective: To verify that salaries, wages, and related payroll taxes are disbursed properly.

- | | | | |
|------|---|-----|----|
| 2.10 | Add figures in payroll worksheets across the lines/rows and down the columns to find any errors. Then compare the sums to canceled payroll checks. Next re-compute salaries and taxes, and compare the results to the amounts on the payroll checks. Does everything appear to be in order? | Yes | No |
|------|---|-----|----|

RECORD KEEPING

Objective: To determine if bank statements are properly reconciled.

- | | | | |
|------|---|-----|----|
| 3.1a | Are bank reconciliations performed on a regular basis? Do the reconciliations appear to be complete and thorough? | Yes | No |
| 3.1b | Inspect bank reconciliations and identify outstanding checks. Investigate reconciling items. Does everything appear to be in order? | Yes | No |
| 3.2 | Recalculate a sample of bank reconciliations. Does everything appear to be in order? | Yes | No |
| 3.3 | Review check-number sequences at year-end. Check dates to determine the month expenses were paid. If check numbers are out of sequence, inquire why. Does everything appear to be in order? | Yes | No |

Objective: To determine if all necessary documents are on file and safeguarded.

- | | | | |
|-----|--|-----|----|
| 3.4 | Inspect all legal documents on file, including employment contracts, Board minutes, mortgages, Treasurer reports, and tax information (e.g., W-2's, 1099's etc.). Does everything appear to be in order? | Yes | No |
| 3.5 | Review documents in the safe deposit box and inspect signature cards. Does everything appear to be in order? | Yes | No |
| 3.6 | Inspect mortgage payments for reasonableness and for consistency with published reports. Does everything appear to be in order? | Yes | No |

Objective: To determine if all necessary tax forms have been properly filed.

- | | | | |
|-----|---|-----|----|
| 3.7 | Review IRS forms 941 for proper submission of income and FICA withheld. | | |
| 3.8 | Review check register to see that taxes were paid in a timely manner. | Yes | No |

Objective: To review the system used to file invoices.

- | | | | |
|-----|--|-----|----|
| 3.8 | Inspect the filing system for orderliness and completeness. Does everything appear to be in order? | Yes | No |
|-----|--|-----|----|

Objective: To determine if income and expenses are properly recorded.

- | | | | |
|------|--|-----|----|
| 3.9 | Inspect the general ledger. Recalculate a sample of items. Investigate any checks made payable to "Cash". Does everything appear to be in order? | Yes | No |
| 3.10 | Compare totals to the Treasurer's report. If they are not the same, inquire why. Does everything appear to be in order? | Yes | No |
| 3.11 | Trace interest and dividend income from statements to the ledger. Does everything appear to be in order? | Yes | No |

Objective: To determine if salaries and wages were paid in accordance with contracts.

- | | | | |
|------|---|-----|----|
| 3.12 | Compare compensation per employees' contracts with actual payments. Does everything appear to be in order? | Yes | No |
| 3.13 | Compare wages authorized by the Board to actual payments to employees. Does everything appear to be in order? | Yes | No |

REPORTING

Objective: To determine the accuracy and adequacy of the Treasurer's reports.

- | | | | |
|-----|---|-----|----|
| 4.1 | Recalculate a sample of the Treasurer's reports. Does everything appear to be in order? | Yes | No |
| 4.2 | Determine the reason(s) for significant variances of actual spending over budgeted amounts, both for individual line items and for program groups which are often subtotaled, such as Religious Education. In some instances, there is not a problem if an individual line item has spent more than what was budgeted, as long as the subtotal for that group has not overspent what was budgeted.

To determine significant variances, use 10 percent of the budget or \$1,000, whichever is greater. Does everything appear to be in order? | Yes | No |
| 4.3 | Verify that the reported bank balances are the same as, or can be reconciled to, the bank balances on the statement received from the bank. Does everything appear to be in order? | Yes | No |

4.4 Consider information that may be helpful that is not currently included in the reports and possibly should be included. Does everything appear to be in order? Yes No

Objective: To review the budgeting process for adequacy.

4.5 Inquire about the budget process and how the budget is compiled. Are all appropriate people currently included in the budget formulation process? Yes No

Objective: To determine if computer records are adequately safeguarded.

4.6 Are important records on the church computer backed up on a regular basis? Are the backup files stored off-site at another location? Yes No

4.7 Are the church offices locked when not in use? Is the computer locked or password protected? Yes No

5. CONCLUDING THE REVIEW

Objective: To reach closure, communicate the results, and provide a road map for future improvements

5.1 Does your report include the following:

- A review of the auditing / review process Yes No

- Information on the detailed findings and possible corrective actions for each finding Yes No

- Documentation to support the findings Yes No

5.2a Have you submitted a report to the proper organizational body and have you kept a copy on file for future reference? Yes No

5.2b Have you provided a briefing / presentation and an executive summary to the appropriate parties? Yes No

Again, completing this questionnaire is not a substitute for an outside audit by a CPA firm, but is offered as a starting point to assist Treasurers and Finance Officials in carrying out their fiduciary responsibilities regarding church financial operations. The services of an experienced full-charge church bookkeeper may be helpful in a review of this nature if the congregation has not budgeted for the expenses of an audit by an accounting firm.

APPENDIX #6

UUA BUILDING LOAN, LOAN GUARANTEE, AND GRANT PROGRAMS

The purpose of the Unitarian Universalist Association (UUA) Building Loan, Loan Guarantee, and Grant programs is to facilitate the continued growth, in the broadest sense of the term, of UUA member congregations.

Building Loan Program

The Building Loan Program provides affordable financing for three types of projects:

- 1) building or buying a first spiritual home
- 2) repairing or renovating existing facilities where substantial construction is not required,
- 3) expanding current facilities where substantial construction is required, especially to make facilities more accessible.

The program is not designed to support deferred maintenance and repair efforts.

First Home Grant Program

The First Home Grant program gives money to congregations seeking to purchase their first piece of land and /or to construct their first spiritual home. The program is not designed for congregations that already own a building.

Loan Guarantee Program

The Loan Guarantee Program offers to guarantee a loan made by a local lender in cases where the lender requires this support before agreeing to loan money to a congregation. The program is not designed to support deferred maintenance and repair efforts.

Site Acquisition Loan Program

The Site Acquisition Loan Program assists growing, financially healthy congregations that are without significant financial equity to acquire their first piece of land. The UUA, in consultation with and acting as an agent of a qualified congregation, will purchase a site in a location where the demographics indicate a high potential for the growth of Unitarian Universalism. Note: this program is a loan and not a grant or gift.

Green Construction Award Pilot Program

The Green Construction Award Pilot Program provides financial awards to congregations that built green and have received LEED certification. This pilot program is in effect until as many as six congregations have earned an award. The program will be re-evaluated in 2010.

For more information contact constewardship@uua.org.

Appendix #7

GRANTS, SCHOLARSHIPS & LOANS AVAILABLE THROUGH THE UNITARIAN UNIVERSALIST SOURCES

(as of February 2011)

An asterisk () before the grant name means congregations must contribute their full requested amount ("Fair Share") to the Annual Program Fund in order to be eligible. Send any comments or questions to apf@uua.org.*

CONGREGATIONAL STEWARDSHIP SERVICES (Contact Wayne Clark at 207-829-4550 or wclark@uua.org or <http://www.uua.org/finance/buildings/index.shtml>.)

- ***First Home Grant Program** -The primary purpose of the UUA First Home Grant Program is to facilitate the continued growth of member congregations seeking to purchase their first piece of land and/or to build their first spiritual home. The UUA First Home Grant Program is not designed for congregations that already own a building. Congregations are required to contribute their Annual Program Fund Fair Share in order to be eligible.
- **UUA Building Loan** -The Building Loan Program provides affordable financing for three types of project:
 1. building or buying a new spiritual home
 2. repairing or renovating existing facilities where substantial construction is not required,
 3. expanding current facilities where substantial construction is required, especially to make facilities more accessible.

The interest rate is set at the time of closing and is based on the [seven-year Treasuries](#) plus three-percent.

- **UUA Building Loan Guarantee** - The Loan Guarantee Program offers to guarantee a loan made by a local lender in cases where the lender requires this support before agreeing to loan money to a congregation.
- **UUA Small Project Loan** - The Small Projects Loan Pilot Program promotes congregational growth by financing relatively inexpensive projects that can improve congregational life and well-being. Smaller, shorter term loans can create positive changes in congregations by providing a new tool to tackle issues that may seem beyond their current financial means. The program focuses on three broad categories of projects: mission-oriented, environmentally friendly, and critical/emergency in nature.
- **Green Construction Award**- The Green Construction Award Pilot Program provides financial awards to congregations that built green and have received LEED certification. This pilot program is in effect until as many as six congregations have earned an award. The program will be re-evaluated in 2010

STEWARDSHIP AND DEVELOPMENT (Contact campaign@uua.org or giftsinfo@uua.org)

- **President William Sinkford Fund-** To honor his legacy in the years to come, the Sinkford Fund will further Rev. Sinkford's visions by providing scholarships in the amount of \$20,000 for promising and passionate students preparing for Unitarian Universalist ministry. Scholarships are designated for ministerial students who identify as people of color, Latino/a, Hispanic, and multi-racial. For more information: <http://www.uua.org/giving/funds/129600.shtml>
- **The Jerry and Denny Davidoff Fund Scholarships for Congregation Lay Leaders attending UUA General Assembly.** This fund honors the skilled and devoted lay leadership in our movement by Jerry and Denny Davidoff,. The fund enables the (UUA) to promote the development and training of lay leaders to share the ministry of community building with religious professionals and each other. The Davidoff Fund provides scholarships to lay leaders of congregations to attend General Assembly (GA) who have not had lay leader representation at GA in the last ten years. Eligible applicants may receive subsidies for registration costs. For more information: <http://www.uua.org/giving/funds/152114.shtml>

OFFICE OF CHURCH STAFF FINANCES administers grants available to ministers, seminarians, or surviving ministry families. (Contact Joyce Stewart at 617-948-6421 or jstewart@uua.org.) For the application process for the Debt Reduction Grant Program for UU Ministers, visit online at: <http://www.uua.org/careers/compensation/aid/56013.shtml>

- **Living Tradition Fund Grants** - These funds are the proceeds from offerings at the General Assembly Services of the Living Tradition and ordinations and installations. They provide scholarships to ministerial students, debt reduction grants to ministers, and aid to retired ministers. The entire amount received in the Living Tradition Fund is budgeted for expense each year.
- **Cruft Memorial Funds** - Income from this 1928 gift is distributed as continuing grants and as emergency aid for women 60 and older.
- **Horatio A. Hovey Fund** - Income is used for both continuing and one-time annual grants to women.
- **Sustentation Fund** – Annual grants for ministers. The fund was created in 1920 “for General Ministerial Aid purposes with specific emphasis on moving and candidating assistance, assistance on medical and health insurance costs, assistance to those whose salary levels create living hardships.” Used for one-time grants for these purposes.
- **General Aid Funds** - Annual grants to ministers used primarily for continuing grants for medical insurance subsidies and for some one-time medical costs.
- **Aid to Ministers' Widows Fund** - Income from several sources used for aid to the survivors of UU ministers. One-time grants.
- **Aid to Ministers' Wives Fund** - Used for one-time grants to ministers' wives.
- **Aid to Retired Ministers and Widows Fund** - Funds provided by grants in 1959, 1984 & 1987 to aid retirees and their survivors. Used for both one- time and continuing grants.
- **Education of Ministers' Children Fund** - Used to support annual scholarship grants to undergraduate students who are the children of ministers. Current grants average \$250 per student.

- **Susan Fuller Fund** (Deserving Unitarian Universalists) - Used for miscellaneous grants.
- **Alan B. Doran Fund** - These funds, from the Unitarian Universalist Congregation at Shelter Rock, Manhasset, NY, are used to provide financial support to ministers or spouses.

OFFICE OF MINISTERIAL CREDENTIALING (Contact mco@uua.org)

- ***Internship Stipend Grants** - Matching grants for ministerial internship stipends (for full-time scholarships) made to congregations that seek to become teaching congregations. Funded by the St. Lawrence Foundation. Congregations are required to contribute their Annual Program Fund Fair Share in order to be eligible.
- **David Eaton Scholarship** – promoting Rev. Eaton’s vision of community dedicated to strengthening hope, justice and balance, and creating an anti-racist, multi-cultural religious organization and country. This scholarship is awarded to women from a historically marginalized group who share the same vision as David Eaton. For more info: <http://www.uua.org/giving/awardsscholarships/davideaton/index.shtml>
- **Rev. Chuck and Nancy Thomas Scholarship** - This scholarship serves Unitarian Universalism, and individual Unitarian Universalists like Chuck and Nancy Thomas, by valuing a history of service and leadership as critical elements of a call toward professional theological training. Each year it supports a student in the first year of seminary or in preparatory academic work. Scholars qualify for the award by demonstrating their outstanding commitment to Unitarian Universalism as lay leaders. For more information: <http://www.uua.org/giving/awardsscholarships/thomasscholarship/index.shtml>
- **David Pohl Scholarship** – Scholarship are given annually to those M. Div students who have demonstrated outstanding ministerial ability and/or students with the greatest financial need, especially persons of color. It supports the intellectual, spiritual, and professional development of individuals studying for Unitarian Universalist (UU) ministry. Application deadline: April 15th. For more information: <http://www.uua.org/giving/awardsscholarships/128144.shtml>
- **Roy H. Pollack Scholarship**--Scholarship support for second- or third-year M.Div students who have strong academic records and are a promising candidate for the Unitarian Universalist ministry. Application deadline: April 15th. For more information: <http://www.uua.org/giving/awardsscholarships/pollackscholarship/index.shtml>

OFFICE OF MINISTERIAL DEVELOPMENT (Contact, Ministerial Development Director, Jory Agate at 617-948-6453, (fax) 617-742-2875 or ministerialdevelopment@uua.org)

- **Financial Aid for Continuing Education** - Grants are available through Ministry and Professional Leadership to help ministers in fellowship fund their continuing education efforts. Continuing education grants are made on the basis of 1/3 of total expense from the UUA (to a maximum of \$500 per year). Visit online at: <http://www.uua.org/careers/ministers/support/education/23119.shtml>

RELIGIOUS EDUCATION GRANTS AND SCHOLARSHIPS

Contact Jan Gartner, recredentialing@uua.org

The grants and scholarships are primarily intended to help with the expenses of professional development programs, such as formal course work, Renaissance modules, and summer and winter religious education institutes. These grants and scholarships were made possible by the generosity of persons who cared deeply about Unitarian Universalist religious education, and established funds for its welfare. Info: <http://www.uua.org/careers/re/scholarships/index.shtml>

- **The Veridan Fund** for Religious Education Excellence Scholarship is awarded to a participant in the UUA Religious Education Credentialing program in order to undertake a significant professional development experience. This \$3000 annual award is given through the generous contributions of the family, friends and colleagues of the late Rev. Norma Veridan to honor Norma's life and ministry, and through the ongoing support of the UUA. The VREE Fund was established according to Norma's wishes to provide scholarships to religious educators who strive to strengthen religious education in our UU congregations by advancing their professional development to a new level of expertise, as outlined in the UUA Religious Education Credentialing program. Application deadline is May 1st.
- **The Clara Bancroft Beatley Fund** is for preparing women to work in religious education and may be used for persons wishing to participate in the Renaissance program or other such training.
- **The Eugene Bowen Fund** provides annual \$100 grants to twelve historically Universalist congregations for religious education program use, such as purchasing curricula or equipment.
- **The Earle Fund** from the Universalist General Sunday School Association provides scholarships of up to \$100 each for persons wishing to attend summer institutes.
- **The Josephine T. Gould Scholarship Fund** grants up to \$150 annually to further the education of religious educators in Unitarian Universalist congregations or those preparing to become religious educators in these congregations.
- **The Barbara Marshman & Ann Fields Memorial Scholarship** is awarded annually to a religious educator serving a Unitarian Universalist congregation who is engaged in graduate study. This \$500 prize is given through the generous contributions of those who wish to memorialize and honor the work of these two great religious educators, and through the ongoing financial support of the UUA. Application deadline is May 1st.
- **Continuing Education Grants:** The Director of Religious Education Credentialing has funds available to support the continuing education of lay professional religious educators who are seeking status within the RE Credentialing program of the UUA. recassistant@uua.org.

We also strongly encourage you to contact your congregation, district office, and local conference/program-sponsoring group for additional grants and scholarships that may be available to further your work in religious education.

YOUTH, YOUNG ADULT MINISTRIES GRANTS Contact yayadirector@uua.org

The [Office of Youth and Young Adult Ministries](#) offers a number of grants for local congregations, groups, and individuals. We are always seeking to fund innovative, accountable, and sustainable young adult programs around the continent. Application deadlines are Aug 1, Dec 1 and April 1, with grant notifications made within one month following the deadline.

Youth Project Grant Program

The purpose of the Youth Project Grant Program is to support local youth-led projects which give Unitarian Universalist high school-aged youth opportunities to grow in faith, deepen in spirit, develop skills, and offer leadership and service to our Unitarian Universalist communities. Grants will be awarded to youth who have paired with an adult advisor in a sponsoring congregation, district, or Unitarian Universalist organization.

Grant applications received by the following deadlines will be given priority. Grant applications received after the deadline will still be reviewed for the available funding. Do not allow the deadlines to stop you from applying for a project that begins soon. For Programs Beginning November 1 - February 28, the priority application deadline is **August 1**, March 1 - June 30 deadline: **December 1**, and July 1 - October 31 deadline: **April 1**.

Young Adult Ministry Grants (contact youngadults@uua.org)
<http://www.uua.org/religiouseducation/youngadults/38005.shtml>

- ***Professional Staff for Congregations and Districts - Not Available for Fiscal Year 2011** (*July 1, 2010 – June 30, 2011*) Intended for congregations to hire a young adult or campus ministry professional staff person. Funding is extremely limited for these grants. Funding is on an annual cycle beginning in August. An Intent to Apply form is due by the prior November 1, with the completed application due May 1. For example, to apply for a grant for a staff member to be hired in the fall of 2015, you must submit this form by November 1, 2014. Up to \$50,000.
- **Billings Fund for Campus Speakers**-Funds for a guest speaker or public event on college/university campuses and in cities. Events must clearly tie to Unitarian Universalism. Three priority application deadlines per year. Up to \$2,000.
- **Project Grants**-Small grants for activities, conferences, outreach, worship, group start-up and other programs. Three priority application deadlines per year. Up to \$500.
- **Katie Tyson Fund**-Funds for Unitarian Universalist leadership development events, scholarship. Recipients of grants may include individuals, congregations, or districts.

UU FUNDING PROGRAM *(More information online at <http://www.uua.org/giving/fundingprogram/> or email uufp@aol.com or call 617-971-9600.)*

When reviewing applications, the UU Funding Program takes into consideration your commitment to meet the UUA Annual Program Fund Fair Share contribution.

The Unitarian Universalist Funding Program is a denominational grant-making program of the Unitarian Universalist Association. With funds generously provided by the Unitarian Universalist Veatch Program at Shelter Rock, the UU Funding Program awards grants to both UU and non-UU projects and organizations. Grants ranging from \$1,000 to \$20,000 are awarded through four Funds with distinct priorities and guidelines:

- **Fund for Unitarian Universalism** - Makes grants to strengthen Unitarian Universalist institutions and community life.
- **Fund for Unitarian Universalist Social Responsibility** - Makes grants to projects that increase UU involvement in social responsibility.
- **Fund For International Unitarian Universalism** - Makes grants to strengthen Unitarian / Universalist organizations or projects working internationally.
- **Fund For A Just Society** - Makes grants to nonprofit organizations addressing issues of social and economic justice. Grants are given to projects that use community organizing to bring about systemic change.
- **Law and Art scholarships.** UU Funding Program Administers these scholarships, here's the info from the UUA website:
<http://www.uua.org/giving/awardsscholarships/stanfielddorlando/index.shtml>
- **Joseph Sumner Smith Scholarship**- Funds are available for Unitarian Universalist (UU) students attending Harvard University. While there is no restriction on the course of studies the student may elect to pursue, nor any restrictions on choice of career, student interested in pursuing the ministry after graduation are especially urged to apply. The application deadline is July 31, to the UU Funding Program Scholarship Administrator. Grants range from \$250 to \$1000 per year. For more information:
<http://www.uua.org/giving/awardsscholarships/josephsumner/index.shtml>

PANEL FOR THEOLOGICAL EDUCATION GRANTS *(contact David Petee, dpetee@uua.org)*

- **Fund for Nurturing Unitarian Universalist Scholarship**- The Panel on Theological Education of the Unitarian Universalist Association (UUA) receives applications from doctoral candidates for grants up to \$25,000 from Unitarian Universalist (UU) scholars who are committed to strengthening the UU movement through research and publication, excellence in teaching, and educational leadership. Application deadline: March 15th . For more information and application criteria:
<http://www.uua.org/giving/awardsscholarships/fundnurturing/index.shtml>

RELATED UNITARIAN UNIVERSALIST ORGANIZATIONS

Grants are also available from a number of UUA Associate, Affiliate and Related Organizations. See the UUA Directory for a listing of these organizations or go to <http://www.uua.org/directory/organizations/index.php>. Examples of such grants are:

UU WOMEN'S FEDERATION (Contact <http://www.uuwf.org> / or 617-948-4692.)

- **UUWF Grants Program** - This program awards grants to UUs working on social justice projects that directly affect women and girls or that address the root causes of gender oppression, as well as projects that honor women's achievements. See www.uuwf.org for more information.
- **Margaret Fuller Awards Program** - This program awards funds to UUs working on accessible projects focusing on any of the many strands of UU feminisms. Accessible means projects that can later be used by groups or congregations to further an understanding or celebrate some aspect of the subject area (e.g., an RE curriculum, workshop design, songbook, dramatics reading play, etc.).
- **Lanning Memorial Fund** - The UUWF makes one-time and continuing grants to assist the wives, widows and daughters of deceased UU ministers. The Lanning Fund is a restricted fund, the income from which must be used to benefit the widows and daughters of deceased UU clergy. Some are one-time awards; at other times continuing awards are given.

Appendix #8

STEWARDSHIP AND GENEROSITY RESOURCES FOR CONGREGATIONS

Compiled by the Annual Program Fund Office
Stewardship and Development, UUA
v. 18 September 2011

Unitarian Universalist Congregational Stewardship, Staffing & Finance Resources

Unitarian Universalist Association Leaders Library searchable website:

<http://www.uua.org/leaders/leaderslibrary/index.shtml>, keywords: stewardship, generosity, finance

UUA Office of Congregational Stewardship Services, <http://www.uua.org/cde/fundraising/>

Wayne Clark, Director of Congregational Stewardship Services, wclark@uua.org ,

Robin Nelson, Program Manager of Congregational Stewardship Services: 617-948-4251, rnelson@uua.org

Suggested Annual Fair Share Giving Guide for Congregational Stewardship Programs:

<http://www.uua.org/finance/fundraising/budget/151840.shtml>

UUA Office of Stewardship and Development, <http://www.uua.org/giving/>

Rev. Terry Sweetser, Vice President, Stewardship and Development & Sr. Advisor to the President

Information for UU Congregation Treasurers: <http://www.uua.org/finance/index.shtml>

Endowment & Planned Giving Guide (PDF):

<http://www.uua.org/documents/stew-dev/plannedgivingguide.pdf>

Annual Program Fund <http://www.uua.org/giving/apf/index.html>

Laurel Amabile, APF Director, Lamabile@uua.org , Home office/cell: 207-239-7162,

Blog--<http://givingspeaks.wordpress.com> Twitter--www.Twitter.com/givingspeaks

Molly Farrell, APF Assistant, apf@uua.org ; Office: 617-948-6512.

Association Sunday, <http://www.uua.org/giving/associationsunday/index.shtml>

UU Sources of Congregational Grants, <http://www.uua.org/giving/fundingprogram/index.shtml>

Congregation Endowment Information: Tim Brennan, Treasurer and Vice President of Finance, UUA, tbrennan@uua.org . For information on Building and Managing Endowments:

http://www.uua.org/documents/finance/080426_pcd_endowment.pdf

UUA Office of Church Staff Finance: <http://www.uua.org/careers/compensation/>

Books & Resources by UU Authors (most available from the UUA Bookstore)

UUA Bookstore has a wide variety of books on congregation financial planning, stewardship, annual canvass, environmental stewardship, and giving for all ages: www.uua.org/bookstore/

Amabile, Laurel, UU Study Guide for Giving—the sacred art (Lauren Tyler Wright). 2011. Available as downloadable document: [http://www.uua.org/documents/stewardship-study_guide_giving.pdf](http://www.uua.org/documents/stewardship/study_guide_giving.pdf)

Central East Regional Group (CERG) <http://www.cerguua.org/stewardshipres.html> Including the link to the webinar series *Putting Your Money Where Your Heart Is: New Ideas in Stewardship*. The webinar uses the book *Not Your Parents' Offering Plate* by J. Clif Christopher, for which a UU study guide has been created: <http://www.cerguua.org/forms/Stewardship2011StudyGuide.pdf>

Clark, Wayne, Beyond Fundraising: A Complete Guide to Congregational Stewardship, UUA, 2007. Available via UUA Bookstore, ISBN# 1-55896-523-8.

Durall, Michael, Creating Congregations of Generous People, Alban Institute, 1999. UUA Bookstore item #7018. \$14.00/copy.

Durall, Michael, Beyond the Collection Plate: Overcoming Obstacles to Faithful Giving, Abington Press. UUA Bookstore item #7040. \$16.00/copy.

Dwinell, Jane and Germann-Melosh, Ellen. Big Ideas for Small Congregations: a friendly guide for leaders. 2007. Spirit of Life Publishing, Montpelier, VT. \$20.00, UUA Bookstore.

Hauser, Aisha and Lawrence, Susan, Wonderful Welcome, Tapestry of Faith curriculum. 2008. <http://www.uua.org/religiouseducation/curricula/tapestryfaith/wonderfulwelcome/index.shtml>

Heller, Anne Odin, Churchworks: A Well-Body Book for Congregations, \$20.00/copy.

Henrickson, K. Peter, Financial Management in the Church, sixth edition, 2006. \$20 for downloadable pdf version online: http://home.comcast.net/~kphenrickson/buy_the_book.htm

King, Jerald, Asking Makes a Difference: A Guide for Stewardship Teams, books one and two, Self published, 2000.

King, Jerald, Budgets With a Mission 2nd edition, self published, 1998, King and Associates, PMB 246, 1740 Lindy Drive, Lansing, MI 48917.

Landreth, Edward B., Fundraising With a Vision: A Canvass Guide for Congregations, UUA Bookstore Item #7250. \$25.00/copy.

Ohio-Meadville District, Stewardship Resources:
<http://www.ohiomeadville.org/resources/stewardship.html>

Scheyer, Fia and Lewellen-Dix, Ruth, The Joy of Giving, by 2000, UUA. Online curriculum, for single document version, contact Laurel Amabile, Lamabile@uua.org .

Sweetser, Terry & Milnor, Susan, The Abundance of Our Faith, UUA, 2006 Available via UUA Bookstore item #7092. \$16.00/copy.

Thayer, Robert, Offerings: Remarks on Passing the Plate, 2004, Skinner House, UUA Bookstore item #7193. \$8.00/copy.

Turnip Video, Dramas to Provoke Generosity, CD with video and downloadable skits by UU fund-raising and stewardship campaigns. Proceeds to benefit the Eno River UU Fellowship, Durham, NC, www.turnipvideo.com/generosity

The UU Small Group Ministry: <http://www.smallgroupministry.net/public/sessions/index.html>. For the outline for a “Stewardship” session developed for Roots and Wings Covenant Group at the Eno River UU Fellowship, Durham, NC: <http://www.smallgroupministry.net/public/sessions/Stewardship200802.rtf>

UU University at GA 2009--*Finding Our Common Wealth: Stewardship as Transformational* , co-led by Rev. Cecilia Kingman and Rev. Jeanne Pupke. DVD set *A People So Bold* available for purchase: <http://www.uua.org/calendar/uuuniversity/>

Ecumenical Stewardship Organizations & Online Resources

The Alban Institute, <http://www.alban.org> , (800) 964-2700 2121 Cooperative Way, Suite 100, Herndon, VA 20171. Alban Bookstore, Training programs, Consulting Services, and Research

Unitarian Universalist Giving Opportunities for All Ages

- Giving and Generosity section of the UUA website: <http://www.uua.org/giving/index.shtml> , for a variety of planned and Legacy giving programs, congregational, and individual giving opportunities.
- Association Sunday—annual congregational giving opportunity to fund special areas of UUA growth: <http://www.uua.org/giving/associationsunday/index.shtml>
- Friends of the UUA individual giving: <http://www.uua.org/giving/friendsuua/index.shtml>
- The Gulf Coast Relief Fund: <http://www.uua.org/news/gulfcoast/21415.shtml> , to help fund the ongoing work of hurricane recovery and rebuilding efforts in the U.S. gulf coast.
- UU Partner Church Council: <http://www.uupcc.org/>, supporting Unitarian Universalists around the world. Congregations may contribute funding to support partner churches in Khasi Hills, India, the Philippines, and Transylvania.

- Natalie Gulbrandsen Ministerial Scholarship Fund
<http://www.uua.org/giving/awardsscholarships/89676.shtml>
- The Living Tradition Fund: <http://www.uua.org/giving/donatenow/22692.shtml> , which provides scholarships and financial assistance to ministers and seminarians.
- Church of the Larger Fellowship: <http://clf.uua.org/>, our online congregation, linking UUs around the world through publications, audio, and religious education programs. To contribute to CLF: <http://clf.uua.org/giving/>
- LREDA Endowment Fund: <http://www.lreda.org/content/lreda-giving-opportunities>
- UU Service Committee: <http://www.uusc.org/>, this is the organization that sponsors the “Guest at Your Table” program of individual giving. The UU Service Committee has a number of other service projects to support.
- The Sienna Project: Building Schools in Guatemala. This non-profit organization is a living memorial to Sienna Lavanhar. The Sienna Project is connected to the Religious Education Program of the Unitarian Society of Ridgewood, New Jersey. For more information: www.siennaproject.com , or email: siennaproject@verizon.net
- District Chalice Lighters—Check the UUA website to find the district your congregation is part of to sign up as one of their Chalice Lighters. These are smaller donations made three or four times a year in support of congregations in your district.

For additional resources for multigenerational stewardship and nurturing generosity through worship services, small group ministry and religious education programs:

<http://www.uua.org/finance/fundraising/generosity/index.shtml>

Appendix #8

Unitarian Universalist Association By-Laws

A. UUA By-laws excerpts about Principles and Purposes

Section C-2.1. Principles

We, the member congregations of the Unitarian Universalist Association, covenant to affirm and promote

- The inherent worth and dignity of every person;
- Justice, equity and compassion in human relations;
- Acceptance of one another and encouragement to spiritual growth in our congregations;
- A free and responsible search for truth and meaning;
- The right of conscience and the use of the democratic process within our congregations and in society at large;
- The goal of world community with peace, liberty and justice for all;
- Respect for the interdependent web of all existence of which we are a part.

The living tradition which we share draws from many sources:

- Direct experience of that transcending mystery and wonder, affirmed in all cultures, which moves us to a renewal of the spirit and an openness to the forces which create and uphold life;
- Words and deeds of prophetic women and men which challenge us to confront powers and structures of evil with justice, compassion and the transforming power of love;
- Wisdom from the world's religions which inspires us in our ethical and spiritual life;
- Jewish and Christian teachings which call us to respond to God's love and by loving our neighbors as ourselves;
- Humanist teachings which counsel us to heed the guidance of reason and the results of science, and warn us against idolatries of the mind and spirit;
- Spiritual teachings of Earth-centered traditions which celebrate the sacred circle of life and instruct us to live in harmony with the rhythms of nature.

Grateful for the religious pluralism which enriches and ennobles our faith, we are inspired to deepen our understanding and expand our vision. As free congregations we enter into this covenant, promising to one another our mutual trust and support.

Appendix #10

UUA MEMBERSHIP REQUIREMENTS (www.uua.org)

B. UUA By-laws excerpts about congregational membership

Section C-3.1. Member Congregations

The Unitarian Universalist Association is a voluntary association of autonomous, self-governing local churches and fellowships, referred to herein as member congregations, which have freely chosen to pursue common goals together.

Section C-3.2. Congregational Polity

Nothing in these Bylaws shall be construed as infringing upon the congregational polity or internal self-government of member congregations, including the exclusive right of each such congregation to call and ordain its own minister or ministers, and to control its own property and funds. Any action by a member congregation called for by these Bylaws shall be deemed to have been taken if certified by an authorized officer of the congregation as having been duly and regularly taken in accordance with its own procedures and the laws which govern it.

Section C-3.3. Admission to Membership

A church or fellowship may become a member congregation upon acceptance by the Board of Trustees of the Association of its written application for membership in which it subscribes to the principles of and pledges to support the Association. The Board of Trustees shall adopt rules to carry out the intent of this Section.

Section C-3.5. Certification of Membership

A member congregation shall be recognized as certified during the fiscal year of the Association in which it becomes a member and during each subsequent fiscal year in which it established that during the immediately preceding fiscal year it:

- a. conducted regular religious services;
- b. held at least one business meeting of its members, elected its own officers and maintained adequate records of membership; and
- c. made a financial contribution to the Association.

Member congregations must furnish the Association with a report of their activities showing compliance with subsection (a) and (b) above.

Compliance with subsection (c) above shall be determined by appropriate financial records of the Association. A member congregation shall also be considered to be certified for that part of any particular current fiscal year which precedes the deadline established by the

Board of Trustees for submitting proof of compliance with subsection (a) and (b) above if during the next preceding fiscal year such a congregation made a financial contribution to the Association and filed the report required by this section during that year.

A member congregation which has not been certified for three consecutive fiscal years shall be deemed inactive and placed in an “inactive congregation” category.

The Board of Trustees shall make rules to carry out the intent of this section and shall determine which member congregation meets the requirements set forth herein for any fiscal year of the Association.

Section C-3.6. Termination of Membership

A church of fellowship upon written notification to the Association may withdraw from the Association at any time. The Board of Trustees may terminate the membership of any congregation that, pursuant to the provisions of Section C-3.5, has been placed in an “inactive congregation” category maintained by the Association but shall do so only after consultation with:

- a. the local congregation in question, whenever possible;
- b. the President of the district in which the congregation is located or such other authorized official as the district designates in writing to the Association; and
- c. the trustee representing the district in which the congregation is located.

Section C-3.7. Associate Member Qualification.

The Board of Trustees may admit to associate membership in the Association any major organization whose membership or constituency consists of individuals located throughout the Association and whose purposes and programs it finds to be auxiliary to and supportive of the principles of the Association and which pledges itself to support the Association. The Board of Trustees may terminate such associate membership upon a finding that the organization no longer meets the foregoing qualifications.

The Board of Trustees may adopt rules governing the requirements for admission to and retention of associate membership. An associate member organization shall be recognized as certified during the fiscal year in which it becomes a member, and during each subsequent fiscal year if it has made a financial contribution to the Association during the immediately preceding fiscal year. The Association shall neither exercise control over nor assume responsibility for the programs, activities or finances of any associate member.

Section C-3.10. Members of Member Congregations

For the purposes of these Bylaws, a member of a member congregation is any individual who pursuant to its procedures has full or partial voting rights at business meetings of the congregation and who is certified as such by an authorized officer of the congregation.

C. UUA By-laws excerpts on Incorporation

Rule 3.3.2. Procedure for Admission.

A church of fellowship may become a member of the Association upon approval by the Board of Trustees of the Association of a written application for membership.

The application shall include:

- a. a statement that the applicant subscribes to the principles of the Association and pledges itself to support the Association;
- b. a copy of the articles of incorporation or other organizing documents and the bylaws of the applicant;
- c. the names and addresses of the charter members sufficient in number to satisfy the minimum membership requirements; and
- d. an initial payment in an amount of no less than the Fair Share contribution to the Association's Annual Program Fund, pro-rated for the portion of the Association's fiscal year remaining as of the date of application.

Rule 3.3.3. Membership Requirements for Admission.

A new congregation, to be recognized as a member of the Association, must have thirty (30) of its adult members be members solely of the new congregation.

D. Tax Exemption status

1. Federal Income Tax
2. Federal Tax Identification Number
3. State Income
4. State Income Tax Exemption (hotel room use tax?)
5. State Sales Tax Exemption
6. Property taxes
7. Federal Excise taxes
8. Tax Filings