

East Shore Unitarian Church

Meeting of the Board of Trustees

March 2020 Board Packet

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Note on March Board Packet Contents

The minutes of the December meeting will appear in the appendices (Appendix D). Also, appendices to all reports are collected at the end of the packet and lettered sequentially as shown in the table of contents.

Agenda

ESUC Board of Trustees Meeting Agenda

March 17 & 23, 2020

March 17

7:00-7:05	5	Opening Words	Steve
7:05-7:20	15	Time Keeper and Check-in	All
7:20-7:30	10	Consent Agenda	All
7:30-7:50	20	Policy and Governance (Policy 3.1 conversation)	Ann
7:50-8:10	20	Holly House (Time Frame, Task Force, RR input)	Ann, Jason, Evelyn, Louise
8:10-8:20	10	Process Feedback about tonight's meeting	Pam
8:20-9:00	40	Executive Session of Elected Board Members – Board Discussion of Recommendations for RE leadership following Aisha's leave taking.	

March 23

7:00-7:10	10	MFD Update	Steve
7:10-7:40	30	White Supremacy Conversation	Maury and Aisha
7:40-7:50	10	Nominating Committee (Executive Session?)	Martin
7:50-8:50	60	Board process work with Pam (Executive session?)	Pam
8:50-9:00	10	Executive Session (Pam's letter to the Board)	All

ESUC Membership at a Glance

<u>Current Membership</u>	<u>Current Pledging Units</u>
396	250
<u>June 2019 Membership</u>	<u>June 2019 Pledging Units *</u>

402	315 * <small>This number is number of pledge cards sent, not actual pledging units</small>
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Preparation Notes

Review all items of the consent agenda, be prepared to vote to approve all, or move a piece to the regular agenda if discussion is needed. (Please alert Dennis in advance!)

March 2020 Consent Agenda Voting Items

- Approve February 2019 Board Meeting minutes
- The Board asks of Aisha to present, for review at the April Board meeting (with subsequent approval at the May Board meeting), the portion of the Campus Safety Plan as it pertains to the RE Program. This plan will address actions to be taken on the campus if emergencies such as an earthquake, active shooter, public health concern (such as the Coronavirus) may potentially impact participants in the RE Program. The plan will also incorporate actions to be taken in support of Policy 2.21 – safety.
- Approve the addition of Deborah Boehm-Davis to the personnel committee.
- Approval of Dave Myers as a member of Policy and Governance Committee
- Proceed with making the language of the Board Policies, especially Policy 2, into positive rather than double negatives without changing the content of the policies. (See appendix with sample of changes in both tracked and regular format.
- The Board authorizes transfer of \$41,809.08, the balance in full, from the Designated Fund General Reserve Account to the Operating Fund to offset these unbudgeted expenses.
- Approve Board reports in this packet

March 2020 Board Reports

Developmental Minister’s Report – Rev. Stephen Furrer

The Coronavirus contagion has dominated this month’s activity at ESUC. The staff has monitored public announcements, plus CDC and Dept. of Health & Human Services recommendations and adopted all of the recommendations. So it was that on March 4 we decided to offer scaled down worship services on March 8. Then on March 11 we decided to offer a simplified program with *virtual services only* this Sunday, March 15.

Meanwhile, March 29 will be the last Sunday at which both Ruth Edwards and Robert Garthwaite will be among our gathered congregation as both will be leaving Bellevue to live nearer children residing out of state. We intend to honor both of them for their many contributions to the church over many decades.

The staff is adjusting to Aisha Hauser's imminent retirement at the end of June. A Board member of group of members needs to consider an appropriate departure gift to be presented on May 31 at worship services. We are also contemplating Jason Puracal's departure as Executive Director sometime in the foreseeable future. The SLT recommends hiring Amanda Ulahan as Director of Religious Education or Family Faith Director, that the Adult RE component of her job description be subsumed into the Minister's portfolio, that her hiring be contingent on her acquiring the appropriate UUA/LREDA credential, and that once the credential is awarded she begin her six-month probationary employment. A part-time assistant may also be necessary to maintain a strong RE program. An ad hoc committee of the Board should be appointed to plan a special May 31 going away party for Aisha with an appropriate farewell gift.

Carol and I, with support from Membership Development Manager Nicole Duff hosted a small major donor wine and cheese party on February 29 at our home in Renton to kick the pledge drive off. You can pledge online here (<https://esuc.org/give/mission-fund-drive/>) or mail in your pledge card. If you don't want to pledge online and have lost your card, let us know and we can mail you a new one. If you are a sustaining member THANK YOU!!! We have already increased your pledge by the designated amount and you are all set! You can change at any time, but we are so very grateful for your commitment! If you are currently giving through Automatic Bank Withdrawals (ACH), your pledge will automatically renew unless you submit a new card. The amount will stay the same unless you want change, in which case you will need to fill out a new card. The planned all-congregation brunch on March 29 to wrap up the MFD now seems ill advised and has been indefinitely postponed.

Communications & Membership Metrics

Worship Numbers:

2019/20

February 2: 22/110 February 9: 28/78 February 16: 25/89 February 23: 27/95

2018/19

February 3: 24/120 Feb 10: SNOW DAY Feb 17: 21/120 Feb 24: 36/208

Membership:

Current Membership: 396

- Visitors who have filled out forms in February: 4
- Welcome new members: Amélie Heise, Lassie Jordan, Adam Kennedy, Rachael Ludwick, Francis Sherley
- Member Andy Rybar passed away

Social Media Metrics:

Yelp for February 6-March 6, 2020

22 User views 4 User Leads 2 Clicks to Website 2 Directions

Google My Business Report for January

32,086 People found us on Google 592 Asked for Directions

237 Visited the website 16 Called

ESUC.org Analytics February 2020

1,112 Users 946 New Users 1,720 Sessions 4,150 Page Views

2:27 Average Session 39.48% use mobile, 4.68% use tablet Facebook: 853 Followers

Instagram: 186 Followers Twitter: 52 Followers

Website Update

The Outreach team is reviewing 6 proposals for web developers and hopes to have a plan by the end of March. All of the proposals are within our budget.

In the Spirit of Beloved Community, Rev. Stephen Furrer, Developmental Minister

President's Report – Dennis Fleck

As I write my President's Report, I do so with a feeling of disconnectedness, having been out of town most of the past month. Thus, my report will be brief.

I would like to draw attention to an article in the Spring 2020 addition of the UU World. Beginning on page 6, the article titled "Teens Lead the Way" really hit home to me. While the cited church is in Carlisle, MA, I couldn't help but draw comparisons to East Shore. We have similar challenges with RE attendance and Sunday Service attendance and our congregation isn't that much larger. I encourage others to read the article and consider how we might apply their learnings and actions to East Shore.

One of our goals for this year is the development of a Campus Safety Plan. To that end, I would like to request approval of the following in the Consent Agenda:

The Board asks of Aisha to present, for review at the April Board meeting (with subsequent approval at the May Board meeting), the portion of the Campus Safety Plan as it pertains to the RE Program. This plan will address actions to be taken on the campus if emergencies such as an earthquake, active shooter, public health concern (such as the Coronavirus) may potentially impact participants in the RE Program. The plan will also incorporate actions to be taken in support of Policy 2.21 – safety.

I would like to recognize the diligence and positive results of our staff's efforts to stay abreast of and ahead of the challenges of the Coronavirus. The challenges are many – safety, communication, support of staff, and support of members in need. Thank you, all.

This is a challenging time for East Shore. We must remain focused upon our mission, and find different ways to Explore Spirituality, Practice Love, Build Community and Promote Justice. Let us, collectively and individually, find ways to live out our mission both within and outside the East Shore community.

Yours in Faith,

Dennis

Vice President's Report – Mike Radow

Response to the publication of paper copies of the Holly House Question and Answer sheet, the offer summaries has been positive. Our efforts at transparency are being noticed.

Most immediately, several board listening sessions have occurred. Participants were told their remarks would be shared with the board, with no names. A draft second set of Holly House Questions and answers is also in the works. **All these documents are also on the One Drive. Please read through them before the board meeting to gain more context for our discussion.** We will determine how to best share with members. Town Halls, presentations from the two offers and other ideas have been proposed.

The UUA Leadership experience continues with Zoom Calls on Conflict and Communication, March 2, and Leadership Development, March 16. From our reading on conflict: "It is normal, natural, and manageable. If we expect it will divide us and destroy our congregation, it probably will." In a church that values free thought, of course, there will be differences. Lay leaders must be willing to tolerate other's discomfort, and absorb it, "like a mother", someone said.

From the session on Leadership Development, readings suggested a smaller board and a new structure for nominating committees, with a shift to year round Leadership Development, matching members with opportunities. Readings and links are available on the One Drive Link in the UUA LEADERS file.

Treasurer Report – Marcy Langrock

Items below which are *bolded and italicized* should be added to the list of consent agenda items.

(I would like to state that I am missing my community. I hope you all are doing well and staying safe. This "social distancing" is difficult. We are doing the best we can with Zoom meetings and conference calls. Thank you to our staff for continuing to work during this time. I am looking forward to the online service for this coming Sunday. It is a great way to feel connected.)

Endowment Subcommittee (ES):

- The ES did not meet this month.
- Facilities will be meeting Feb. 6th to review and update the Reserve Data Analysis. Once completed, they will share with Endowment.
- The Reserve Data Analysis will impact the rebalancing between cash and equity funds.

- They will work on the Right Relations component of the charter and include at a later date.
- The Five Year Strategic Plan needs to be updated once we have the updated Reserve Data Analysis.
- They are looking for more committee members.
- The ES agreed to a recurring meeting set for the Thursday after the end of each quarter. This will allow them to see the performance numbers and balance the accounts accordingly.

Financial Stewardship Standing Committee (FSSC):

1. The FSSC met March 10th.
2. The FSSC updated the Five Year Strategic Plan in the meeting. The draft will be sent around to the members and then finalized. Once finalized, they will share with the Board and congregation.
3. Lee Dorigan is taking a break from commitments. She has been instrumental in the FSSC and Budget teams. She will be missed and we look forward to her return, when she is available again.
4. Once the Five Year Strategic Plan is finalized, the FSSC will extend it to 10 years in order to help accomplish the goals set by the Board.
5. The Board needs to involve the FSSC in the Holly House decision-making process. Their input and perspective is necessary should be included in the process early when discussions are happening. They also can help communicate the scenarios to the congregation.

Finance Team:

1. The Finance Team met March 10th.
2. We are exploring the paid sick leave for hourly employees during the closure of the church for the coronavirus.
3. The closure of the church will impact revenues for rentals.

Treasurer Position and Other Work:

1. There was a suggestion on ESUC Connections about ESUC offering safe parking for people living in their cars. It would need to be led and monitored by a ministry team. Many other churches offer this. It would be very helpful to people in need. So far, Ryam Hill, Carrie Bowman and I are the members interested in forming a ministry team.
2. The Board needs to hold more classes on policy-based governance for the congregation. The Board members will benefit from a refresher class as well.

3. It was suggested that the order of service have a two sentence update from the board each week.

Budget Team:

1. We had our first Budget Team meeting on February 25th. We looked at several scenarios with staffing and new UUA guidelines.
2. Lee Dorigan is stepping down from the team.
3. We set a due date of March 15th for groups to turn in their budgets to Jason.
4. We selected tentative dates for the Town Halls on the budget. They will be sent out to members, once we finalized them.

Board Goals:

1. Increase membership and pledging units according to the 10 year plan.
2. Educate congregants about ESUC and about policy governance
3. Develop an ESUC Safety Plan
4. Develop a Master Campus Plan
5. Continue to work on moving our congregation to becoming anti-racist

Executive Director's Report – Jason Puracal

Topics requiring Board Vote

- Designated Fund General Reserve to Operating Fund

Consent Agenda

BOT Goal 1: Increase net membership and pledging units according to the 10 year plan

- Social Media Metrics:
 - *Yelp for February 6 – March 6, 2020*
 - 22 user views
 - 4 user leads
 - 2 clicks to website
 - 2 directions
 - *Google My Business Report for January:*
 - 32,086 People found us on Google
 - 592 Asked for directions
 - 237 Visited the website

- 16 Called
 - ESUC.org Analytics February 2020
 - 1,112 users
 - 946 New Users
 - 1,720 Sessions
 - 4,150 Page views
 - 2:27 average session
 - 39.48% used mobile devices, 4.68% use tablet
 - Facebook: 853 Followers
 - Instagram: 186 Followers
 - Twitter: 52 Followers
- Website Update
 - The Outreach Team is reviewing 6 proposals for web developers and hope to have a plan by the end of March
 - All of the proposals are within the congregational approved budget
- I attended the Financial Stewardship Committee meeting. I provided updates on the current financial status of ESUC, answered questions about the Holly House situation, and provided minimal input during the discussion of the revision to the 5-Year Strategic Financial Plan.

BOT Goal 2: Educate congregants about ESUC and policy governance

- I facilitated the second of six Zoom calls as part of the continuing UUA PWR Leadership Experience 2020 program. This session's topic was *How to Run a Congregation*. I have attached the reading from the class to this report for the Board's and congregation's convenience (see Appendix H).

BOT Goal 3: Develop an ESUC Safety Plan

- The regrading of the lower parking lot was completed. This will eliminate the severe potholes in the lower parking lot, which are a tripping hazard. The Sextons are planning to re-stripe the lower parking lot.
- The entire campus has been closed until March 23rd due to the corona virus pandemic. Staff are still working partly from home and partly on campus. Staff have been facilitating the use of Zoom for necessary online Committee/Team meetings as well as virtual worship services. All areas on campus that are being used by Staff for in person meetings are sanitized after use. Additional cleaning kits have been added to each classroom and in various strategic locations around the campus. Close monitoring of the developing situation is occurring daily, and operations are adjusting as necessary for the safety of Members, Guests, and Staff.
- I attended the UUA Pacific Western Region webinar on responding to the corona virus. I shared the recorded webinar with the rest of staff, and the UUA has additional resources at <https://www.uua.org/safe/pandemics>
- The Building Use Team is elaborating an emergency protocol for pandemics and will seek input from the rest of Staff before releasing to the congregation.
- The Bellevue College IT student group presented their recommendations on adding live streaming for our worship services. The ACE Media Crew Chairs will discuss the findings with the rest of the ACE Team and then share their proposed path forward with the Building Use and Facilities Teams.

- The door accessibility project has been paused as the vendor, Stanley Doors, is trying to resolve an issue related to the Administration building front door. Once resolved, the electrician will come to connect all the newly installed door mechanisms.

BOT Goal 4: Develop a Master Campus Plan

- I was contacted by the Holly House manager for the Sophia Way. They are attempting to make some repairs to a shower in one of the bathrooms and could not find the water shut off valve. The City told them the house is on well water. Our Sextons, previous Chair of the Holly House Task Force, nor I could find the water shut off valve after multiple visits. I found reference to what is believed to be the shut off valve in a 2015 inspection report, and sent this to the Sophia Way house manager to gain access to the downstairs NE bedroom where the report indicates it is located. During this investigation, I did find 4 water meters on either side of the driveway to the Holly House property on 125th St SE (the only easement with utilities access), however they all appear to be for the Channel Place Condominiums. I know the well is not active, however the City water bill for the property is only charging surface and storm water (no potable water). Archives was not able to help determine where the water come from to this structure. This leads me to believe one of three possibilities exist:
 - There is an unregistered connection to City water
 - One of the water connections on 125th St SE is for the HH property, however is under the name of Channel Place Condominiums
 - The water connection to the house comes from the church's main campus water connection

BOT Goal 4: Continue to work on moving our congregation to becoming anti-racist

- I facilitated the third of six Zoom calls as part of the continuing UUA PWR Leadership Experience 2020 program. This session's topic was *Communication and Conflict Management*. I have attached the reading from the class to this report for the Board's and congregation's convenience (see Appendix I).

Additional Finance Activities

- I met with the Finance Team. We discussed the February draft end of month financial reports, the credit card, Mission Fund Drive, Holly House, and impacts of campus closure to the budget.
- The month-end reports for January 2020 have been emailed to the normal distribution list. I have included in this March Board report submission copies of the finalized January 2020 Summary Income Statement (see Appendix A) and Balance Sheet (see Appendix B).
- The month-end reports created for February 2020 will be emailed to the normal distribution list by the time the Board meets. For the Board's review, I have included the February 2020 Summary Income Statement (see Appendix E), and the February 2020 Balance Sheet (see Appendix F). The February 2020 Income Statements by Department are presented visually as part of the financial charts (see Appendix G), although for more transparency, some of the Departments have been broken down into categories.
 - According to the February 2020 reports, total income from donations was ~\$2,500 higher than the 18-year average of pledges for the month, and approximately ~\$10k

lower than what was contributed last year during this period. Please note the new account structure groups non-pledge donations with pledges for total income from donations which affects the 18-year average. Total income was ~\$45,500 higher than the 18-year average, approximately \$26,500 higher than the 5-year average, and ~\$26,300 higher than what was brought in last year during February. This is due to a combination of higher rental income, and the change in protocol for required pre-payment of the Women's Perspective Retreat and Seabeck events. Our monthly expenses were ~\$5,600 lower than budgeted, ~\$13,500 higher than the 5-year average, and ~\$2k lower than what was spent last year at this time. East Shore ran a surplus for February of approximately \$7k. As of the end of February, ESUC holds a surplus of ~\$101k year to date, a runway of about one month. This is below what is typical for this time of year.

- Budget projections: I ran out budget projects for the rest of the fiscal year. With the current assumptions in the model, a \$75k deficit is expected assuming no further Holly House legal fees incurred. The two major expenses creating the deficit are the lower parking lot repairs and the Holly House legal fees.
 - As a reminder, our insurance provider only paid us ~\$15k for the repairs to the lower parking lot. The actual cost for repairs was \$28,588. I have submitted all paperwork for the repairs to Church Mutual for the difference, however we are floating the cost difference during the interim. The assumption of reimbursement for the difference is not included in the budget projection model as I do not know how long it will take for them to process the claim and cut the check.
 - As of the end of February 2020, the amount the Board has spent on legal fees for the Holly House in total to-date is \$55,727.46. In the current fiscal year, a total of \$45,829.97 has been spent on legal fees for the Holly House sale, none of which was budgeted. **I am requesting the Board authorize transfer of \$41,809.08, the balance in full, from the Designated Fund General Reserve Account to the Operating Fund to offset these unbudgeted expenses.**
- I facilitated the second Budget Team meeting. I answered questions related to the budgeting class video and UUA salary guideline documents. We discussed the requested edits to the Mission Fund Drive webpage, and feedback from Staff regarding healthcare coverage. We reviewed two new budget scenarios and talked about next steps.
- I continue to be in constant contact with the Holly House Sale Task Force, the attorney and both bidders of the property. I fully executed confidentiality agreements drafted by East Shore's attorney with both bidders, and delivered all materials related to the easements. I assisted with the editing of the Offers Summary document and sent it to the Executive Committee. I also did a walk around with one of the bidders to familiarize them with the property and easements.
- I attended the Mission Fund Drive Large Donor event to be available to answer any financial related questions.
- The Women's Perspective Retreat was cancelled due to the corona virus. The owner of the house was understanding and did not charge us for breaking the contract. All planned attendees will be refunded in full.
- The January credit card check was lost in the mail and never cashed. We voided the check and reissued another, this time dropped off directly at the BECU Factoria branch. BECU waived the late fee, however was unable to waive the finance charges. The finance charges amounted to \$206.71, however are offset by \$160.24 in cash rebates. The February credit card payment, dropped off at the Factoria branch on the 21st of February, was also did not post until the 24th, one day after the due date. Because the Factoria branch does not have tellers, it can take up to 4 days for

processing. I explored alternative options to paying the credit card bill to ensure these errors do not happen again, however at the current time there is not an easy online solution. We will ensure the payment is made well in advance of the due date directly to the branch drop box.

- I met with the Chair of the Meaningful Movies Bellevue Ministry Team to discuss the financial status of the Team, contracts, and operations moving forward.

Additional HR Activities

- I met with the Bookkeeper to discuss her capacity to complete the required responsibilities at half time employment. We reached an agreement of 25 hours per week averaged. We will meet again after another month to reassess.
- The Finance Team has begun to explore resources and options for supplementing staff salaries if the closure of the campus extends past April 1st.

Additional Facilities Activities

- I attended the Facilities Team meeting to discuss the individual reviews of the various buildings on the campus compared against the Reserve Data Analysis for the next three years. The Facilities Manager is consolidating the decisions from the meeting to be incorporated into the FY2020/21 budget request. The Team will also consolidate the data looking 3 years out for the Endowment investment strategy.
- I met with the IT manager from Advocate Telecom for our quarterly review. All systems are updating and operating correctly. Staff are feeling more comfortable about contacting Advocate directly when an issue arises, and Advocate has been helpful in resolving numerous small issues, often at no additional charge (they have a 6 Minute Rule: any issue they can resolve remotely within 6 minutes, they do not charge us for). As we did not use the 1 hour included service time the last two quarters, they are planning to clean computer fans and other hardware before the weather warms up for the summer as preventative maintenance.

Discussion Agenda

None at this time

Respectfully Submitted,
Jason Puracal
Executive Director

Director of Lifelong Learning's Report – Aisha Hauser

This month's report was prepared and written by Amanda Uluhan, RE Programs Coordinator. Amanda has been extraordinary in her response to the crisis brought on by the Covid-19 outbreak. Amanda has been instrumental in her collaboration with the me and the entire staff.

[Attached is Amanda Uluhan's resume as an addendum.]

Here is her report:

Attendance Numbers:

Since January, we have offered, on most Sundays, two Our Whole Lives classes, preschool, middle school and high school youth groups, and two religious education classes for kids not in OWL. We are also offering 10am creative programming for kids, such as Lego building and paper airplane making. These may seem like insignificant pass times, but they are a way of pulling the community together and a way to offer a space for friendships to grow informally. Friendship is a necessary building block for our church community.

On most Sundays, this means that we have 60 kids of all ages in our programs. We are learning how to use our new church software, Realm, to better manage our registration and attendance, and looking into setting up a digital check in system. This would allow more precision in attendance, which in the case of an emergency, is vital.

Here are updates in attendance numbers:

February 16: 38 (mid-winter break)

February 23: 52 (mid-winter break)

March 1: 72

March 8: 10 (first Sunday after State of Emergency conditions)

RE responses to Covid-19:

RE was the first program to respond to the coronavirus, with an email to families and teachers on Friday February 28. This email outlined the illness policy for children and youth programs, addressing how to properly clean a classroom before/after it's used for RE, as well as protocols for teachers to follow with students about handwashing. Amanda also worked with Joseph, the sexton, to install cleaning baskets in each classroom to make wipe downs easy and accessible. We also have ordered new stepping stools to make our adult sinks more kid-friendly! Teachers and families were happy to see that we were addressing this early on and taking proactive steps to stay engaged with this public health issue.

As the weekend came to a close, it was clear that after RE on March 1, East Shore would be only one organization in the sea of organizations to begin cancelling events and transitioning many to online programming. Significant changes have happened in the programming and offerings of Religious Education. We had to toss aside our in-person meetings aside and instead investigate rapidly how to support families, children, and youth at this time of many unknowns. That said, we have been working closely with Reverend Furrer and Eric Lane Barnes to create worship on March 8 and then again for March 15. Considering that we will not be meeting in person, at least for the one Sunday and most likely for future Sundays, we are encouraging families with young children to gather for the first 15 minutes of the service for an opening, chalice lighting, and story. With equity and access at the forefront of our mind, we remain concerned with how these changes to programming affect our most vulnerable. This includes those that have health issues, as well as folks without devices or Wi-Fi at home, or that rely on time at church for more than spiritual sustenance.

In lieu of in person religious education programs, we are offering at home faith formation activities, songs, readings, stories, and opportunities. Sunday is not the only day, and East Shore is not the only way, for congregants to engage with Unitarian Universalism. Some of these resources will be available to our entire congregation, such as this Sunday's "Making a Chalice at Home" and others will be available in the RE Email Newsletter. Now is a ripe time to get these resources to our families.

We have postponed our children and youth OWL classes at this time.

We will continue to support our Sunday morning childcare workers, LeAnne Struble and Alex Langrock, and pay their weekly wages. At this time, we won't meet in person and therefore don't require their

services, but because this is a social justice issue, feel that it is important to continue offering their income, especially as we would like to retain them as long-term employees of the church.

As you can imagine, navigating these rapid changes, researching the virus for safety and health, and staying abreast of public policy is taking up a large portion of our staff time. We have met as a staff for multiple emergency meetings to co-create plans to move our community forward, and together. We hope that this is being communicated to the community well.

Adult Programs:

We have postponed Older Adult OWL at this time due to low attendance. We are hoping that we can offer this program in the future in a way that encourages participation and commitment and are working with our teachers to figure out how to do so.

Liaison Reports

Policy & Governance Committee – Ann Fletcher

Consent Agenda Item:

Approval of Dave Myers as a member of Policy and Governance Committee

Proceed with making the language of the Board Policies, especially Policy 2, into positive rather than double negatives without changing the content of the policies. (See appendix with sample of changes in both tracked and regular format.

1. Dave Myers expressed an interest in Policy and Governance first through discussion with Nominating Chair, Martin Cox, who then referred him to me. Dave and his family moved to the Northwest where Dave grew up when his company offered the opportunity. He has already participated in our Youth Middle School Religious Education Program. Dave and I discussed his previous experience at his family's UU church in New Jersey, where he also participated in youth religious education. During the approximately ten years there, the church underwent some turmoil when a long-time minister retired and a hastily called minister did not work out. Dave served on the support committee for an experienced interim minister who helped the church move forward and eventually call a minister who has worked out. I shared information about P&G at East Shore including our charter, sent Dave the link to the Bylaws and Policies, and invited him to attend our next meeting.

Dave attended the Policy and Governance meeting on February 25. He shared additional information about himself and the work he did in his past congregation. We discussed in depth a number of P&G issues facing East Shore. At the end of the meeting, P&G asked and Dave agreed he would join the Committee, pending Board approval.

2. BOARD DISCUSSION of POLICY AND GOVERNANCE: P&G would like the Board to discuss Policy 3.1 Governing Style. Understanding of the Board Policies is crucial to policy-based governance working. And the interpretation of Policy 3.1 is an essential key. How does the Board initiate or revise policy (including Policy 1, Annual Goals) to provide guidelines for the SLT and to describe their relationship with the SLT?

From the UUA website, Daniel Hotchkiss, author of Governance and Ministry—Rethinking Board Leadership, states that the “Carver model” of the Board setting goals and Staff determining means to those goals is clear but makes an unrealistic separation of Board and Staff. This may be especially true

in congregations where “how” we do things is a major part of “what” we want to accomplish. Instead, Hotchkiss takes a more systemic or organic point of view where Staff should have some involvement in Goals and Board should have some involvement with strategy. In his book he defines a “zone of overlap between the board and staff.... While it needs to be clear what bucks stop where, only a shared process can produce the wide support such decisions require.” Hotchkiss further states, “Congregations are different, and they can and should govern themselves in a variety of ways.”

And experts such as Carter and Hotchkiss do not necessarily agree. But for policy-based governance to work, Boards and SLT members should come to an understanding of what it means at their church.

After reading Policy 3 and especially 3.1 in preparation, Board members discuss the following: **What are the boundaries, ranges, and potential for overlap between Board and SLT work at East Shore? What processes are or could be available in the policies to help navigate the overlap? How could we apply this to past or current situations or examples?**

3. COMMITTEE PLANS: At our February 25 meeting Policy and Governance Committee considered possibilities for supporting the Board Goal to increase understanding of Policy Based Governance.

- We requested time at a March Board meeting to discuss Policy 3.1 as outlined above,
- **Ann asked the SLT if they had any policy needs for the committee to work on, and P&G will ask the Board if they have any further policy needs at one of its March meetings.**
- The committee is researching the issue of attending annual or other congregational meetings electronically and how that would align with our bylaws and voting practices. **Dave Myer is checking on availability/cost of technology for large group meetings. Mike is checking with UUA on how other churches handle this issue. Ann is checking with Steve and Lay Pastoral Ministry Care Coordinator about members whose personal needs preclude them from attending/voting at congregational meetings.**
- We tabled the issue of the possible conflict of Bylaws stating that the minister is the head of staff with the Board Policies stating that the Board delegates authority to the Staff Leadership Team, until the future Board direction and timeline is clear.

Personnel Committee – Jerry Bushnell

Personnel Committee ESUC
Report to Board of Trustees
3/17/2020
Jerry Bushnell, Board Liaison

For consent agenda: Approve the addition of Deborah Boehm-Davis to the personnel committee.

Informational:

1. Replacement of Director of Lifelong Learning:

Rev. Furrer presented his ideas for replacing Aisha Hauser. After Rev. Steve left the meeting, members of the committee discussed the issue, and the critical importance to the church in having a thriving RE program. After discussion, the committee decided to recommend to the board that Amanda Uluhan be hired on a one-year probationary period. Her performance should be evaluated with mutually agreed upon and measurable goals. The Personnel Committee recommends that Rev. Steve take over the adult

education program. The Personnel Committee does not recommend hiring an associate nor assistant minister. The personnel committee also recommends that Amanda's position be replaced.

A more detailed report, with the rationale behind the recommendation, was sent to the board of trustees by Sheridan Botts, committee chair.

2. **Yearly review of personnel files**

The committee continues to prepare for a summer audit of files.

3. **Personnel Manual (Employee Handbook) review and update:**

Multiple changes have been proposed, and the committee hopes to have a final revised manual for the board by the April board meeting.

4. **Health care for staff and spouses/domestic partners**

The previous compensation guidelines from the UUA were that churches pay 80% of the bronze plan costs for employees. For the 2020/2021 year, the UUA is replacing the word guidelines with the word standards. **A new recommendation is that we pay for 50% of employee's spouses/domestic partners and family members.** We are currently only paying for employee health care, with the exception that we are paying 50% of the costs for the minister's partner. This will have to be part of the 2020 church budget discussions.

APPENDICES

Appendix A: Finalized January 2020 Summary Income Statement

East Shore Unitarian Church
Monthly Income Statement - Summary
July 2019 to January 2020

Date: 02/26/2020
Time: 12:22:01 PM

Accounts	MTD Actual (This Year)	MTD Budget (This Year)	MTD Budget Remaining (This Year)	YTD Actual (This Year)	YTD Budget (This Year)	YTD Budget Remaining (This Year)	Annual Budget (This Year)	% of Annual Budget Used (This Year)
Revenues								
Income - Donations	41,681	52,750	11,069	435,045	369,250	(65,795)	633,000	68.73 %
Income - Program Fee Pmts	479	667	188	7,736	4,667	(3,069)	8,000	96.70 %
Income - Fundraising Event Pmt	7,992	4,062	(3,930)	48,152	28,438	(19,714)	48,750	98.77 %
Income - Facilities Rental Pmt	12,567	17,915	5,328	131,349	125,407	(5,942)	214,983	61.10 %
Income - Dept Activities Pmts	4,560	8,413	3,853	39,098	58,893	19,796	100,960	38.73 %
Income - Other	80,497	24,314	(56,183)	206,921	470,200	(263,279)	291,771	70.92 %
Total Revenues	147,796	108,122	(39,674)	888,259	756,854	(131,445)	1,297,464	68.52 %
Expenses								
Payroll Expenses								
Wages	55,936	53,877	(2,059)	381,159	377,140	(4,019)	646,526	58.95 %
Payroll Taxes	3,492	4,008	516	26,053	28,057	2,004	48,098	54.17 %
Payroll Benefits	10,245	9,654	(592)	67,539	67,575	35	115,842	58.30 %
Total Payroll Expenses	69,673	67,539	(2,134)	474,751	472,772	(1,979)	810,466	58.58 %
Program Expenses								
Administrative Expenses	4,703	9,838	5,135	39,939	68,869	28,930	118,061	33.83 %
Facilities Expense	14,008	9,580	(4,427)	71,881	67,083	(4,618)	114,965	62.35 %
Business Expense	13,708	7,719	(5,989)	96,614	54,036	(42,578)	92,633	104.30 %
Office Expense	2,896	2,332	(563)	20,204	16,327	(3,877)	27,989	72.19 %
Fundraising Expense	350	938	588	4,450	6,562	2,113	11,250	39.55 %
Advertising & Marketing	0	705	705	61	4,932	4,871	8,455	0.73 %
Interest & Loan Expense	9,470	9,470	0	66,293	66,293	0	113,645	58.33 %
Total Administrative Expenses	40,432	30,745	(9,687)	259,303	215,714	(44,090)	368,937	70.28 %
Total Expenses	114,809	108,122	(6,687)	773,993	756,854	(17,139)	1,297,464	59.65 %
Net Total	32,987	0	(32,987)	94,306	0	(94,307)	0	0.00 %
Other Revenues								
Designated Revenues	(10,126)	0	10,126	195,764	0	(195,764)	0	0.00 %
Restricted Revenues	0	0	0	13,975	0	(13,975)	0	0.00 %
Revolving Revenues	0	0	0	0	0	0	0	0.00 %
Total Other Revenues	(10,126)	0	10,126	209,639	0	(209,639)	0	0.00 %
Other Expenses								
Designated Expenses	82,091	0	(82,091)	209,964	0	(209,964)	0	0.00 %
Restricted Expenses	0	0	0	7,667	0	(7,667)	0	0.00 %
Revolving Expenses	0	0	0	11,333	0	(11,333)	0	0.00 %
Total Other Expenses	82,091	0	(82,091)	229,564	0	(229,564)	0	0.00 %
Net Operating Total	(59,230)	0	59,230	74,381	0	(74,381)	0	0.00 %

Appendix B: Finalized January 2020 Balance Sheet

Date : 02/28/2020
Time : 11:55:32 AM

East Shore Unitarian Church
Balance Sheet
January 2020

Page : 1

Accounts

Assets	
Current Assets	
Cash & Investments	
1-1000 - Petty Cash	\$200.00
1-1010 - Checking - Chase	\$124,050.91
1-1030 - Brokerage - Schwab	(\$10,991.62)
2-1010 - Checking - Chase	\$15,207.69
3-1010 - Checking - Chase	\$65,546.20
3-1040 - Endowment Money Funds - Schwab	\$7,565.01
3-1070 - Endowment Investments - Schwab	\$1,235,759.96
4-1010 - Checking - Chase	\$19,632.38
Total Cash & Investments	\$1,467,170.53
Other Assets	
1-1110 - Deposits	\$1,750.00
Total Other Assets	\$1,750.00
Total Current Assets	\$1,458,920.53
Contra Assets	
1-1600 - Building Loan Contra Account	\$673,066.68
Total Contra Assets	\$673,066.68
Total Assets	\$2,131,987.21
Liabilities, Fund Balance, & Restricted Funds	
Liabilities	
Current Liabilities	
1-2010 - Second Sunday Collection Payable	\$1,511.40
1-2020 - Other Collections Payable	\$175.00
1-2110 - Wage Accruals Payable	\$24,654.91
1-2160 - Other Payroll Deductions Payable	(\$1,525.35)
1-2500 - Building Loan - Current	\$76,200.00
Total Current Liabilities	\$101,015.96
Long Term Liabilities	
1-2700 - Damage Deposits - LT Rentals	\$4,500.00
1-2750 - Building Loan - Long Term	\$596,866.68
Total Long Term Liabilities	\$601,366.68
Transfers In/Out	
1-2900 - Due To/From Other Fund	(\$8,612.83)
2-2900 - Due To/From Other Fund	(\$31.17)
3-2900 - Due To/From Other Fund	\$8,644.00
Total Transfers In/Out	\$0.00
Total Liabilities	\$702,382.64
Fund Balance	
2-3000 - Fund Balance - Ministry	\$2,251.30
2-3010 - Fund Balance - Membership	\$5,923.55
2-3020 - Fund Balance - Social Justice	\$4,591.71
2-3030 - Fund Balance - Lifelong Learning	\$3,912.17
2-3040 - Fund Balance - Finance & Facilities	\$9,441.25
2-3050 - Fund Balance - Market & Dev	\$1,051.81
3-3000 - Fund Balance - East Shore Housing	\$10,000.00
3-3020 - Fund Balance - Endowment	\$1,258,109.27
3-3050 - Fund Balance - General Reserve	\$41,809.08
3-3060 - Fund Balance - Memorial Garden	\$4,509.40
4-3000 - Fund Balance - Grounds	\$1,615.00
4-3010 - Fund Balance - Gallery	\$8,000.00
4-3020 - Fund Balance - Fund-a-Need	\$4,009.35
Excess Cash Received	\$74,380.68
Total Fund Balance and Excess Cash Received	\$1,429,604.57
Total Liabilities, Fund Balance, & Restricted Funds	\$2,131,987.21

Appendix C: Draft February 2020 Summary Income Statement

**East Shore Unitarian Church
Monthly Income Statement - Summary
July 2019 to February 2020**

Date : 03/12/2020
Time : 1:47:37 PM

Accounts	MTD Actual (This Year)	MTD Budget (This Year)	MTD Budget Remaining (This Year)	YTD Actual (This Year)	YTD Budget (This Year)	YTD Budget Remaining (This Year)	Annual Budget (This Year)	% of Annual Budget Used (This Year)
Revenues								
Income - Donations	40,522	52,750	12,228	475,566	422,000	(53,566)	633,000	75.13 %
Income - Program Fee Pmts	423	667	244	8,159	5,333	(2,826)	8,000	101.99 %
Income - Fundraising Event Pmt	(1,383)	4,062	5,446	(14,269)	32,500	(46,769)	48,750	95.94 %
Income - Facilities Rental Pmt	20,912	17,915	(2,996)	152,260	143,322	(8,938)	214,983	70.82 %
Income - Dept Activities Pmts	41,545	8,413	(33,132)	80,643	67,307	(13,336)	100,980	79.88 %
Income - Other	481	24,314	23,833	207,402	194,514	(12,888)	291,771	71.08 %
Total Revenues	102,499	108,122	5,623	970,759	864,976	(105,823)	1,297,464	74.82 %
Expenses								
Payroll Expenses								
Wages	54,066	53,877	(188)	435,225	431,017	(4,207)	646,526	67.32 %
Payroll Taxes	5,259	4,008	(1,251)	31,311	32,065	754	48,088	65.10 %
Payroll Benefits	9,744	9,654	(90)	77,283	77,228	(55)	115,842	66.71 %
Total Payroll Expenses	69,069	67,539	(1,529)	543,819	540,311	(3,509)	810,466	67.10 %
Program Expenses								
Administrative Expenses	2,515	9,838	7,323	42,454	78,707	36,253	118,061	35.98 %
Facilities Expense	6,057	9,580	3,514	77,747	76,643	(1,104)	114,985	67.63 %
Office Expense	3,675	7,789	4,114	68,786	69,754	(968)	97,833	106.11 %
Office Expense	3,321	2,332	(998)	23,528	18,660	(4,868)	27,989	84.05 %
Fundraising Expense	3,345	938	(2,408)	7,795	7,500	(295)	11,250	69.29 %
Advertising & Marketing	0	705	705	61	5,637	5,576	8,455	0.73 %
Interest & Loan Expense	9,470	9,470	0	75,764	75,764	0	113,645	66.67 %
Total Administrative Expenses	23,879	30,745	6,866	283,182	245,958	(37,223)	369,937	76.75 %
Total Expenses	95,462	108,122	12,660	869,452	864,976	(4,476)	1,297,464	67.01 %
Net Total	7,038	0	(7,038)	101,344	0	(101,344)	0	0.00 %
Other Revenues								
Designated Revenues	(74,918)	0	74,918	120,846	0	(120,846)	0	0.00 %
Restricted Revenues	0	0	0	13,875	0	(13,875)	0	0.00 %
Revolving Revenues	0	0	0	0	0	0	0	0.00 %
Total Other Revenues	(74,918)	0	74,918	134,721	0	(134,721)	0	0.00 %
Other Expenses								
Designated Expenses	0	0	0	209,964	0	(209,964)	0	0.00 %
Restricted Expenses	0	0	0	7,667	0	(7,667)	0	0.00 %
Revolving Expenses	0	0	0	11,933	0	(11,933)	0	0.00 %
Total Other Expenses	0	0	0	229,564	0	(229,564)	0	0.00 %
Net Operating Total	(67,881)	0	67,880	6,500	0	(6,501)	0	0.00 %

Appendix D: Draft February 2020 Balance Sheet

Date : 03/12/2020
Time : 1:34:18 PM

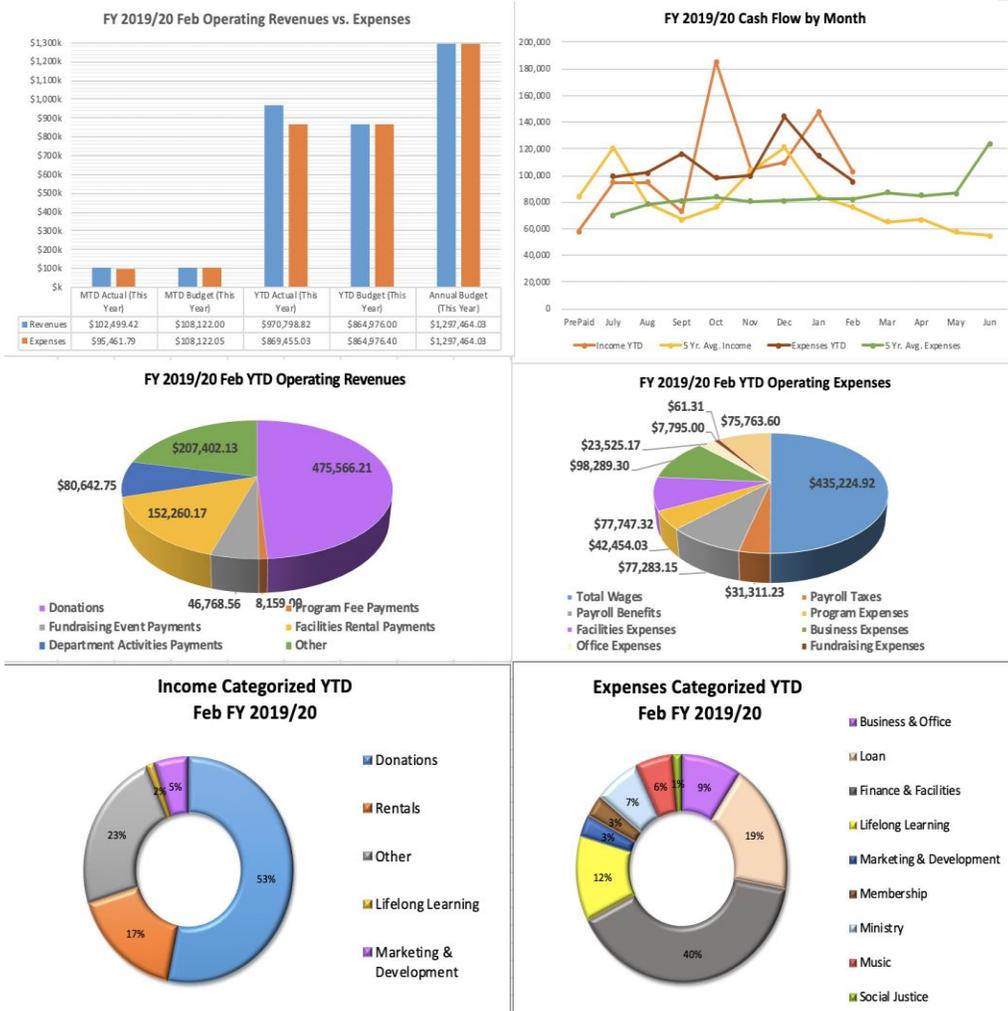
East Shore Unitarian Church
Balance Sheet
February 2020

Page : 1

Accounts

Assets		
Current Assets		
Cash & Investments		
1-1000 - Petty Cash	\$200.00	
1-1010 - Checking - Chase	\$127,451.35	
1-1030 - Brokerage - Schwab	(\$10,614.90)	
2-1010 - Checking - Chase	\$15,207.69	
3-1010 - Checking - Chase	\$68,846.20	
3-1040 - Endowment Money Funds - Schwab	\$7,941.73	
3-1070 - Endowment Investments - Schwab	\$1,160,365.07	
4-1010 - Checking - Chase	\$19,832.38	
Total Cash & Investments	\$1,389,229.52	
Other Assets		
1-1110 - Deposits	\$1,750.00	
Total Other Assets	\$1,750.00	
Total Current Assets		\$1,390,979.52
Contra Assets		
1-1600 - Building Loan Contra Account	\$666,019.29	
Total Contra Assets		\$666,019.29
Total Assets		\$2,056,998.81
Liabilities, Fund Balance, & Restricted Funds		
Liabilities		
Current Liabilities		
1-2010 - Second Sunday Collection Payable	\$1,511.40	
1-2020 - Other Collections Payable	\$175.00	
1-2110 - Wage Accruals Payable	\$24,478.17	
1-2160 - Other Payroll Deductions Payable	(\$1,409.08)	
1-2500 - Building Loan - Current	\$76,200.00	
Total Current Liabilities		\$100,955.49
Long Term Liabilities		
1-2700 - Damage Deposits - LT Rentals	\$4,500.00	
1-2750 - Building Loan - Long Term	\$589,819.29	
Total Long Term Liabilities		\$594,319.29
Transfers In/Out		
1-2900 - Due To/From Other Fund	(\$11,812.83)	
2-2900 - Due To/From Other Fund	(\$31.17)	
3-2900 - Due To/From Other Fund	\$11,844.00	
Total Transfers In/Out		\$0.00
Total Liabilities		\$695,274.78
Fund Balance		
2-3000 - Fund Balance - Ministry	\$2,251.30	
2-3010 - Fund Balance - Membership	\$5,923.55	
2-3020 - Fund Balance - Social Justice	\$4,591.71	
2-3030 - Fund Balance - Lifelong Learning	\$3,912.17	
2-3040 - Fund Balance - Finance & Facilities	\$9,441.25	
2-3050 - Fund Balance - Market & Dev	\$1,051.81	
3-3000 - Fund Balance - East Shore Housing	\$10,000.00	
3-3020 - Fund Balance - Endowment	\$1,258,109.27	
3-3050 - Fund Balance - General Reserve	\$41,809.08	
3-3060 - Fund Balance - Memorial Garden	\$4,509.40	
4-3000 - Fund Balance - Grounds	\$1,615.00	
4-3010 - Fund Balance - Gallery	\$8,000.00	
4-3020 - Fund Balance - Fund-a-Need	\$4,009.35	
Excess Cash Received	\$8,500.14	
Total Fund Balance and Excess Cash Received		\$1,361,724.03
Total Liabilities, Fund Balance, & Restricted Funds		\$2,056,998.81

Appendix E: Draft February 2020 Finance Charts



Appendix D: ESUC Board of Trustees Draft Minutes – February 18 & 24, 2020

ESUC Board of Trustees

Draft Minutes

February 18, 2020

7:00 – 7:10	10	Opening words. Check in, timekeeper
7:10- 7:15	5	Consent Agenda
7:15 – 7:55	40	Board Intercultural Development Inventory (IDI)
7:55 – 8:05	10	Mission Fund Drive (MFD)
8:05 – 8: 15	10	SLT feedback re continuing Aisha’s DRE DLL legacy
8:15- 8:30	15	Holly House process
8:30 – 9:00	30	Executive session: Nominating committee;(conversations re staffing, and the Board's role in oversight of staff and committees/task forces reporting to BOT).

BOT members present Maury Edwards, Evelyn Smith, Mike Radow, Jerry Bushnell, Marcy Langrock, Paul Buehrens, Mark Norelius, Geoff Soleck

Staff members present Jason Puracal, Aisha Hauser, Rev. Steve Furrer

Attending Electronically: Claire Sherley, Dennis Fleck (part of meeting)

Absent: None

Guests: Pam Orbach, Martin Cox, Signe Lalish, Felice Nightingale, Louise Wilkinson

Timekeeper: Mark Norelius

Jerry moved, Maury seconded to move the SLT feedback re continuing Aisha’s DRE DLL legacy to executive session

8 yes, one abstains, motion passed

Consent Agenda:

- Approve Endowment Subcommittee Charter
- The Board directs the Financial Stewardship Standing Committee to update the 5-year Strategic Plan and use the tool to run out scenarios based on our two offers we have received for the Holly House property
- Request to make Sharon Cutshall a Life Member
- Approve board reports

Items removed from consent agenda: none

Paul moved, Geoff seconded, that we approve consent agenda

9 for, none against, motion passed

7:17 – 8:05 40 IDI

Led by Louise Wilkinson. She asked us what minimization means. People gave ideas. We don’t know what we don’t know. We don’t see what is in front of us, because of our cultural lens. Easier to stay in our box when we are white.

Specific answers to minimization statements

We need to look at other kinds of diversity, not just race

- This person is not comfortable talking about race

- Bellevue is majority non-white, where will our young people come from
- People want to stay comfortable, easier to not talk about race
- Minimization is staying in comfort

People of color have their opinions and I have mine, all are equally valuable

- This just accepts the norm
- Differences in experiences, opinions and facts
- Not all opinions are equal, because of different experiences
- We may assume that we share common views when we don't in reality
- When we say all perspectives are equal, for some people, that is exclusion, or not safety
- Dominant culture has no motivation to change

Marcy recommended a book – Why I am no longer talking to white people about race.

Aisha recommends a book - How to get less stupid about race

8:05 – 8:05 10 Mission Fund Drive

Steve refers to his report. We have 300 people who will get pledge cards. Steve encourages us to talk to friends and family. Nicole wants board members to turn in pledge cards before March 1st. The board will take over the follow through, starting in April

8:15- 8:39 15 Holly House process

Mike asks us to question what we are about. Is it transactional business, or is it about trying to do things differently, about getting people to listen to each other. We want to use this opportunity to bring people together and learn what a faith community looks like. What is social justice, what is our mission.

Discussion ensued about how to continue our process of communicating with the congregation. The first two Zoom meetings will be the day after the board meeting, and we will continue to have meetings between services.

Meeting Adjourned 8:40

Respectfully Submitted,
Jerry Bushnell
Board Secretary

ESUC Board of Trustees

Draft Minutes

February 24, 2020

Agenda:

7:00 – 7:10	10	Opening words. Check in timekeeper
7: 10 – 7:20	10	Board role in gathering info related to Aisha's position.
7: 20 – 7:45	25	White Supremacy Culture
7:45 – 8:40	55	Discussion with Pam

BOT members present Maury Edwards, Evelyn Smith, Mike Radow, Jerry Bushnell, Marcy Langrock, Paul Buehrens, Mark Norelius, Claire Sherley

Staff members present Jason Puracal, Aisha Hauser, Rev. Steve Furrer

Attending Electronically:

Absent: Dennis Fleck, Geoff Soleck

Guests: Pam Orbach, Martin Cox, Louise Wilkinson, Ann Fletcher

Timekeeper: Mike Radow

White Supremacy Culture:

The topic was conflict avoidance and being polite. We discussed that those with power and those who think more quickly may cut off discussion for others.

People in power are scared of conflict

Blame for raising rather than dealing with the issue

Raising difficult issue viewed as impolite

Don't require people to raise them in acceptable ways

Antidotes, role plays

Once done, revisiting is a good way to get better

We gave examples and discussed.

Sometimes people change subject or shutting it down.

Discussion with Pam: Done during the above conversation.

Adjourned at 8:33

Respectfully Submitted,

Jerry Bushnell

Board Secretary

Appendix E: Policy Changes

Policies

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East Shore Board Policy Introduction

Policy Based Governance, currently used at East Shore, is organized as follows:

The Congregation in Meeting has the responsibility and authority to elect the Board of Trustees, to call the Minister(s), and to approve the Bylaws.

The Board of Trustees creates policy congruent with the Bylaws for all aspects of the church, has ultimate fiduciary responsibility for the church, and also creates Goals and Strategic Plans that will guide Staff and move the church toward its Mission and Vision.

The Staff Leadership Team (SLT), comprised of the Minister(s), the Executive Director, and the Director of Lifelong Learning, has administrative authority and fiduciary responsibility and limitations as delegated by the Board of Trustees in its Policies. The SLT members, or their designated Staff, work with the Core Teams and Ministry Teams toward the Mission and Vision of East Shore.

Board Committees are created and authorized by the Board of Trustees to help the Board do its work. This may include standing (ongoing) committees, task forces, and ad hoc committees. Members of Board Committees must be East Shore members and approved by the Board. Current Board Committees are: Financial Stewardship, Endowment (sub-committee of Financial Stewardship, Policy and Governance, Personnel, Right Relations, and Nominating.

Core Teams are created and authorized by SLT to work together with them on essential church functions. Core teams include Coordinating Councils, such as the Earth and Social Justice Council, that work with various Core or Ministry teams.

Ministry Teams are created by members with support and authorization from SLT to work together with them toward the Principles, Mission, and Goals of the church.

Board Policy Introduction approved October 28, 2019)

The following are the current Board Policies guiding the Staff and governing East Shore:

1. GOALS

1.1 Increase net membership and pledging units according to the 10-year plan

1.2. Educate congregants about ESUC and about policy governance

1.3. Develop an ESUC Safety Plan

1.4. Develop a Master Campus Plan

1.5. Continue to work on moving our congregation to becoming anti-racist

(Approved by the Board August 20, 2019 for the 2019-20 church year)

2. Staff Leadership Team Limitations

These are limitations placed upon the Staff Leadership Team preventing certain actions. Beyond these limits, the Staff Leadership Team has great freedom to act.

2.1 Staff Leadership Team General Limitations

The Staff Leadership Team will not cause nor allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent, or in violation of the Church's Bylaws, Articles of Incorporation, Board policies and commonly accepted business and professional ethics.

(September 20, 2005)

2.2 Staff Leadership Team

The Staff Leadership Team will speak with alignment and mutual respect to all parties to whom the Staff Leadership Team is responsible or over whom it has authority. Accordingly, the Staff Leadership Team members shall:

Include and consult each other on all material issues with a spirit of mutual respect in an environment of confidentiality; attention should be paid accordingly to recommendations made within the area of a team member's professional expertise.

Active discussion is encouraged and an attempt should be made to reach agreement on means within the team. If this is not possible, the team will choose to request Board input either from the Board President, Board Executive Committee, or the Board as a whole. The Board, keeping in mind Church Goals, will attempt to help the SLT find resolution through further discussion. (February, 2016)

2.3 Treatment of Members, Friends, Visitors and Congregants

1. In interacting with congregants, the Staff Leadership Team will provide conditions, procedures, and decisions that are safe, respectful, unintrusive, that maintain appropriate confidentiality or privacy,

and that apply the standards of the Church's Mission, Vision, and Goals and Unitarian Universalist Principles. (May 16, 2006, revised December 19, 2017)

2. The Staff Leadership Team will work in a collegial and collaborative manner with Board committees, core teams, ministry teams, councils, task forces and other groups in their job-related areas. The Staff Leadership Team will work cooperatively and in partnership with these groups to achieve the church's Mission, Vision and Ends and Unitarian Universalist Principles by providing opportunities for meaningful input, communicating in a timely manner, and empowering lay leadership. (December 19, 2017)

2.4 Treatment of Staff

The Staff Leadership Team will work in alignment with Board approved personnel procedures, practices, and rules as recorded in the East Shore Unitarian Church Employee Handbook. (See 3.2.1.e) Accordingly, the Staff Leadership Team will:

1. Operate with written personnel procedures, rules, and practices that comply with accepted employment practices, provide for effective and appropriate response to grievances, and protect against wrongful conditions;
2. Acquaint staff with their rights under this policy and related Employee Handbook;
3. Allow staff to follow grievance procedures as outlined in the Employee Handbook.

(May 16, 2006, Revised February 20, 2007)

2.5 Treatment of Unpaid Volunteer Staff

With respect to the treatment of unpaid and volunteer staff, the Staff Leadership Team will provide conditions that are safe, non-discriminatory, and respectful, with appropriate confidentiality or privacy.

(May 16, 2006)

2.6 Compensation and Benefits

Considering employment, compensation, and benefits to employees, the Staff Leadership Team may not cause or allow jeopardy to fiscal or institutional integrity of the Church. Accordingly, the Staff Leadership Team will:

Continue individual Staff Leadership Team members' compensation or benefits as established by the Board;

Refrain from promising or implying permanent or guaranteed employment;

Establish current compensation and benefits that:

Align with the nonprofit or geographic market for the skills employed;

Create obligations only as far as revenues can be safely projected, because compensation and benefits are subject to adjustment based on budget shortfall;

Provide a reasonable wage to all employees and offer some basic level of benefits to all full-time employees. Differential benefits to encourage longevity in key employees are not prohibited.

Establish deferred or long-term compensation and benefits that avoid unfunded liabilities and that commit the Church only to benefits that incur predictable future costs.

(May 16, 2006)

2.7 Designated Fund Policy

The Board will consider the creation of designated funds as proposed by the Staff Leadership Team or the Board. In response, the Staff Leadership Team will:

- Establish a mission statement specific to the purpose of the Fund;
- Assure the mission statement is congruent with the Church's Vision and Mission;
- Create a distinct and separate fund account for each Designated Fund;
- Assure that all expenditures are consistent with the mission of the fund.

(September 20, 2005)

2.8 Goals Focus of Grants

The Staff Leadership Team will apply only for grants that support the Church's Mission, Vision, Ministry, and Goals. The Staff Leadership Team will only apply for grants that it has expectation of receiving. When granting money, the Staff Leadership Team will assess and consider an applicant's capability to produce appropriately targeted, efficient results.

(May 16, 2006)

2.9 Transparency of Financial Activity and Spending

The financial activity of staff and ministry teams will be transparent to the Board, the Staff Leadership Team, the staff, ministry teams, and the congregation. Accordingly, the Staff Leadership Team will:

- Be the appropriate and primary authority that controls the allocation of funds and other resources to any staff or ministry team;
- Allocate funds and other resources to Departments at the beginning of each fiscal year from the annual Operating Budget;
- Execute disbursements from the annual Operating Budget authorized by teams within the limits of their charters;
- Inform the Board every quarter of how funds or other resources have actually been expended;
- Provide to the Board and congregation a yearly report of all the staff and ministry team funds spent, whether in the budget, or off the budget, or in any separate fund.

(Sept 20, 2005) (Sept 20, 2016)

2.10 Financial Planning and Budgeting

The annual budget for each fiscal year shall be conceived through a collaborative and iterative process beginning no later than January of the fiscal year prior to presentation to the congregation for approval at the annual meeting in May or June with prior approval of the Financial Stewardship Committee and full Board of Trustees. The Budget team will be comprised of two members of the Staff Leadership Team, preferably the Executive Director and Minister, two members of the Board, preferably the

Treasurer and President, and two members from the Financial Stewardship Committee. The Budget team will gain input from the heads of each Department with details from individual Staff and Ministry teams. Financial planning for any fiscal year will align with ESUC's Bylaws or the Board's Goals priorities, will avoid fiscal jeopardy, and will be derived from a multi-year plan. The Staff Leadership Team may not jeopardize either programmatic or fiscal integrity of the Church organization. Accordingly, the Staff Leadership Team provide or allow budgeting or fiscal projections that:

Contain enough detail to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions;

Are conservatively projected to be received;

Present a separate plan for capital expenditures and the means to pay for them;

Align with Board-stated Goals Policies including the Mission and Vision of the church, and;

Consider the Goals policies in allocating resources among competing fiscal needs.

(September 20, 2005) (September 20, 2016)

2.11 Financial Condition and Activity

With respect to the church's actual ongoing financial condition and activities, the Staff Leadership Team will avoid the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities. Accordingly, the Staff Leadership Team will:

Expend only funds that have been received in the fiscal year to date, including maintaining cash amounts needed to settle payroll and debts in a timely manner;

Inform the Board of any unexpected or undesignated income;

Settle payroll and debts in a timely manner;

Ensure tax payments or other government ordered payments or filings are filed accurately and on time;

Not acquire, encumber, or dispose of real property;

Appropriately pursue unpaid pledges after a reasonable amount of time;

Aggressively pursue unpaid non-pledge receivables after a reasonable amount of time;

Ensure that soliciting of donations and other fundraising by teams and committees are pre-approved by the Board; (2016)

Receive, process, or disperse funds under controls sufficient to meet generally accepted standards. These standards will minimally include the following:

All disbursements must be within board approved budget levels.

Up to \$10,000, checks will be signed by two authorized signatories.

Over \$10,000, checks will be signed by (1) either board President, Vice President or Treasurer and (2) a Staff Leadership Team member.

Emergency disbursements may be made by authorized signatories, with immediate notification to Board President and Treasurer.

All contracts must be within Board approved budget levels.

All contracts must be reviewed by the Financial Stewardship Committee after execution.

Contracts up to \$10,000 may be signed by one Staff Leadership Team member.

Contracts (including all mortgages or instruments of indebtedness) over \$10,000 must be signed by board President, Vice President or Treasurer.

Board may establish separate contract and disbursement policies for capital projects to ensure timely, effective management of project.

At the end of each fiscal year, the Staff Leadership Team will dissolve any team, committee (except Board committees), or fund (except Designated Funds) which they, in good faith, have deemed to be inactive. At their sole discretion, the Staff Leadership Team may distribute all associated fund balances to the Operating Fund of the current or subsequent fiscal year. (April, 2016)

(March 20, 2012) (September 20, 2005) (2016)

2.12 Asset Protection and Management

To steward ESUC's assets, the Staff Leadership Team will ensure the assets are protected, maintained, and free from unnecessarily risk. Accordingly, the Staff Leadership Team will:

Protect the Church's public image or credibility, and avoid harm to its reputation that would hinder accomplishment of its Mission;

Insure against theft and casualty losses to at least eighty percent of replacement value, and against liability losses to Board executive members, staff, and the Church organization;

Protect the nonprofit status and keep the Church, its Board, and staff from exposure to claims of liability;

Receive, process, or distribute funds under controls sufficient to meet the Board appointed reviewer's standards or other government standards;

Arrange for regular conduct of outside reviews and professional investment advice;

Treat facilities and equipment properly and provide sufficient maintenance;

Protect intellectual property, information, and files from loss or significant damage, [excluding the work of called ministers of the Church, who are the sole owners of their intellectual property];

Invest operating capital in secure instruments.

(October, 2005)

2.13 Endowment Fund Limitations

The Staff Leadership Team will interact with the Board's Endowment Committee following the procedures of the Endowment Committee charter. Accordingly, for funds given for the endowment fund, the Staff Leadership Team will:

Assure gifted funds are received and deposited into the Endowment accounts;

Assure the Endowment and memorial gift funds are dispersed as directed by the Board approved procedures of the Endowment Committee charter.

(May 16, 2006)

2.14 Acceptance of Restricted Gifts

The Staff Leadership Team will not accept any gift with restrictions that are contrary to this Board policy, church's Vision, Mission, and Ministry, Goals, or the UU Principles. Accordingly, the Staff Leadership Team will:

Accept only Board pre-approved restricted funds;

Ensure all accepted gifts align with the church's Vision, Mission, Ministry and Policy Goals;

Explicitly state to donors of each restricted fund and each solicitation for a restricted fund that contributions received in excess of project needs, or after the project is completed or is otherwise inactive, may be used for the general operations of the church;

Report to the Board what fund receives the restricted gift.

(May 16, 2006) (Sept 20, 2016)

2.15 Authority to Create Ministry Teams

The mission and activity of any ministry team will be congruent with the Church's Vision and Mission, and will be apparent to the Staff Leadership Team, the staff, the Board, other ministry teams, and the congregation. Accordingly, the Staff Leadership Team will:

Have the authority to charter a ministry team, including those serving and advancing the Vision and Mission of the Church;

Ensure ministry teams which articulate a clear purpose and goals congruent with the Church's Mission and Vision;

Provide an annual review to the Board of each ministry team to assure congruence with their charter;

Disband or reorganize a ministry team that is incongruent with the Church's mission and vision.

(October, 2005)

2.16 Authority over Events and Sponsorship

1. The Staff Leadership Team will be responsible to coordinate and manage the use of church for events, programs, ministries or public witness to the benefit of ESUC and the communities the Church serves. Accordingly,

The Staff Leadership Team will assure church sponsored events, programs, ministries, or public witness are in sympathy with the Church's Vision and Mission and Ministry. (April, 2009)

The Staff Leadership Team will be judicious in their decisions or actions while exercising authority under this policy.

The Staff Leadership Team will be accountable to the Board for the decisions made and actions taken under this policy.

(August, 2005)

2. The Staff Leadership Team will be responsible to coordinate and manage the formal relationship of "sponsorship" between ESUC and third-party non-profit organizations to the benefit of ESUC and the communities the Church serves. Accordingly,

The Staff Leadership Team will assure a Sponsorship Agreement is in place for each relationship with an outside non-profit group that is in accordance with this policy. Such an Agreement shall be in writing and include terms, dissolution, limitations, mutual benefits and responsibilities, and other provisions as necessary.

The Staff Leadership Team will assure all Sponsorship Agreements are in sympathy with the Church's Mission, Vision, and ministry. The Staff Leadership Team shall work with authorized church teams that request sponsorship of outside non-profit organizations which share their values and goals.

The Staff Leadership Team will not be capricious in their decisions or actions while exercising authority under this policy.

The Staff Leadership Team will be accountable to the Board for the decisions made and the actions taken under this policy. Board approval required for all Sponsorship Agreements.

The Staff Leadership Team will be especially mindful of all existing ESUC Policies and Bylaws, including financial campus use Policies when entering into Sponsorship Agreements.

(January 23, 2018)

2.17 Conflict of Interest

The Staff Leadership Team will not cause or allow any conflict of interest in awarding purchases, contracts, or grants.

(May 16, 2006)

2.18 Communication and Counsel to the Board

In providing information and counsel to the Board, the Staff Leadership Team will ensure that the Board is correctly informed and supported in its work. Accordingly, the Staff Leadership Team will:

Provide data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies.

Inform the Board in a timely manner of relevant needs, public policy initiatives, public events of the Church, and material changes that conflict with Board policy.

Advise the Board if, in the Staff Leadership Team's opinion, the Board is not in compliance with its own policies.

Gather for the Board as many staff and external perspectives, and options for fully informed Board decisions.

Report in a timely manner an actual or anticipated non-compliance with any policy of the Board.

Bring to the Board items delegated to the Staff Leadership Team that are required by law, church Bylaws, or contract to be Board-approved, along with the means to monitor the item.

(May 16, 2006)

2.19 Communication Outside the Congregation

In making public statements and in media relations, the Staff Leadership Team will cause or allow only conditions, procedures, or decisions that align with the Church's Mission and Goals and Unitarian Universalist Principles. Accordingly, the Staff Leadership Team will:

Accurately reflect the official position of the congregation or Board when the congregation or Board has formally and explicitly adopted positions of record.

Respect the fundamental principle of freedom of the pulpit.

(May 16, 2006)

2.20 Communication and Technology

The Staff Leadership Team will use all available and reasonable communication technologies, guided by prudence in the costs, administrative time, and maintenance of such technologies, to make available East Shore's Mission and Vision so that it may be accessed at any time.

(December 15, 2009)

2.21 Safety

The Staff Leadership Team will develop and publish operational procedures for safety and keep them updated as needed. The operational procedures for safety will include current recommendations from our insurance company Church Mutual and from the UUA. The procedures will be approved by the Board. The appropriate staff and volunteers will know how to apply these procedures. Areas in the Safety Procedures will include but are not limited to:

Covenant;

Disruptive Behavior;

Security Self-Inspections for buildings/grounds (includes hazardous waste);

Preparedness for natural disasters and emergencies;

Violence Prevention;

Financial Safety (Fraud, Embezzlement)

Children and Youth (RE);

Sexual Harassment and Abuse;

Medical and Health

High Tech and Social Media

(January 21, 2020)

3. Governing Process

The Board of East Shore Unitarian Church will act to promote the accomplishment of the Church's vision, mission, and ministry, and strive to prevent unacceptable activities and conditions within the Church. (April 18, 2006)

3.1 Governing Style

The Board will govern with an emphasis on outward vision, encouragement of diverse viewpoints, strategic leadership more than administrative detail, clear distinction of Board roles and called Ministers' and staff roles, collective rather than individual decisions, the Church's future rather than its past or present, and forward-looking action rather than reaction. In this spirit:

The Board will focus chiefly on intended long-term effects or Goals, not on the administrative or programmatic means of attaining the Goals.

The Board will cultivate a sense of group responsibility. The Board will expect a standard of excellence in governing. The Board will be the initiator of policy, not just a reactor to staff initiatives. The Board will use the expertise of individual trustees to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values.

The Board will direct, control, and inspire the Church organization through the careful establishment of Board-written policies reflecting the Board's values and perspectives about Goals to be achieved and appropriate means to reach the Goals.

The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.

The continuity of the Board's institutional memory will be ensured by continued Board development. One element will include orientation of new Trustees to the Board's governance process, as well as periodic discussion of process improvements.

The Board will be accountable to the congregation and other stakeholders for competent, conscientious, and effective accomplishment of its obligations as a body. The Board will allow no Officer, Trustee-at-Large, or committee of the Board to hinder the fulfillment of Board commitments and responsibilities.

Only the Board President or the President's designee may speak for the Board when interacting with the public, press, or other entities.

The Board will monitor and regularly discuss the Board's own processes and performance.

(April 18, 2006)

3.2 Board Contributions and Responsibilities

The work of the Board is to represent the congregants' interests in determining and expecting appropriate Church organization performance consistent with the Church's mission, vision, ministry. Accordingly:

The Board writes governing policies that provide direction and guidance for organizational decision:

Ends: Church organizational products, impacts, benefits, outcomes (what good for whom at what cost);

Staff Leadership Team Limitations: constraints on the Staff Leadership Team's authority that establish the boundaries within which all Staff Leadership Team activity and decision making must take place;

Governance Process: specification of how the Board conceives, carries out, and monitors its own work;

Board-Staff Leadership Team Relationship: how power is delegated and its proper use assured; the Staff Leadership Team's role, responsibility, authority, and accountability, and the Board's support of the Staff Leadership Team;

Review and approve personnel practices, procedures, and rules in the East Shore Unitarian Church Personnel Manual.

The Board assures Staff Leadership Team performance accountability in accordance with policies in Section 2.

(April 18, 2006) revised February 20, 2007

3.3 Board President's Role

The President assures the integrity of the Board's process and typically represents the Board to congregants and outside parties. Bylaw definition of presidential responsibility and authority always supersedes these policies, if there is a conflict.

The President's responsibility is to assure the Board conducts its business consistently with regard to its own rules and those legitimately imposed upon it from outside the Church community:

Meeting discussion content will only include those issues that, in accordance with policy, belong to the Board to decide, unless specifically requested by the Staff Leadership Team;

Deliberation will be fair, focused, orderly, thorough, timely, and also efficient.

The authority of the President consists of making any decision on behalf of the Board that falls within or is consistent with Board policies on governance and Board-Staff Leadership Team relationship. The President is authorized to use any reasonable interpretation of the provisions in these policies:

The President is empowered to chair Board meetings, with all the commonly accepted authority and responsibility of that position;

The President's authority does not extend to making decisions within Ends and Staff Leadership Team Limitations policy areas;

The President's authority does not extend to supervising, interpreting Board policies for, or otherwise directing, the Staff Leadership Team;

The President may represent the Board to outside parties in announcing Board-stated positions and in stating presidential decisions and interpretations within the area(s) delegated to her or him;

The President may delegate this authority but remains accountable for its use.

(April 18, 2006)

3.4 Board of Trustees Code of Conduct

The Board of Trustees commits itself and its members to ethical, church-like, and lawful conduct, including proper use of authority and demonstration of appropriate decorum when acting in the role of Board member. Accordingly:

Trustees must represent unconflicted loyalty to the interests of the congregation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Trustee acting as an individual congregant.

Trustees must avoid any conflict of interest with respect to their fiduciary responsibility:

There shall be no self-dealing or any conduct of private business or personal services between any Trustee and the Church staff except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information;

When the Board is to decide an issue about which a Trustee has an unavoidable conflict of interest, that Trustee shall absent him/herself, without comment, from the deliberation and the vote;

Trustees may not use their positions to obtain employment for themselves, family members, or close associates. Should a Trustee desire employment, he/she must first resign from the Board;

Trustees will disclose their involvement: with organizations, vendors, or associations that might produce a conflict of interest.

Written policies in the four areas of governance—ends, limitations, governing style, Board-Staff Leadership Team relationship—adopted by majority vote of the Board, shall guide the exercise of authority over the Church organization. Individual trustees may not attempt to exercise authority over the Church organization. The Board will speak with one voice, solely through its adopted policies:

In interacting with the Staff Leadership Team or with staff, the Board member must recognize the lack of authority vested in individual members or subgroups of trustees, including committee, task force, or ministry teams, except when explicitly authorized by the Board of Trustees;

In interacting with the public, press, or other entities, Trustees, with the exception of the President, must recognize their lack of authority to speak for the Board of Trustees;

Trustees will make no judgments of the Staff Leadership Team or staff performance or give voice to such assessment, except as that performance is assessed against explicit Board policies by a formal Board evaluation process;

Trustees are encouraged to continually self-monitor their personal performance as trustees based on policies, qualifications listed in the Trustee position description and any other Board evaluation tools.

Trustees will respect confidentiality appropriate to issues of any sensitive nature.

Trustees will be properly prepared for Board deliberation.

(April 18, 2006)

3.5 Board Committees

The Board shall create such standing committees as are required by the By-Laws. It may create additional Board committees as it deems necessary for the effective operation of the Board.

The Board appoints all committee members and chairs.

All board committees shall have charters approved by the Board

The purpose of all Board standing committees is to assist the Board in the fulfillment of its responsibilities and obligations.

Board committees, while accountable to the Board, shall communicate freely with each other, the Staff Leadership Team and the congregation.

The Board shall meet at least annually with each Board Committee.

6. The Board will speak with one voice.

(November 16, 2010)

3.6 Cost of Governance

The Board of Trustees will prudently invest in its governance capacity.

(September 3, 2010)

3.7 Executive Committee Role

The Executive Committee is comprised of the Officers of the Board and the Staff Leadership Team, who are non-voting ex officio members.

The committee is responsible for setting the agenda for monthly Board meetings, as well as coordinating congregational and special meetings.

The committee shall perform other duties delegated by the Board.

The committee may choose to meet in executive session as deemed necessary.

(April 18, 2006)

3.9 Communication with the membership and the congregation

Between the Board and the congregation dialog, discussion, conversation, communication, and hearing is paramount to the role of Governance as practiced by the Board.

The Board will actively seek feedback from congregants during the church year. The purpose of the feedback and dialog is to review the progress towards the ends and goals and review alignment with the vision and mission of the church.

The Board will share information regarding the mission, administration, and finances of the church with the congregation in an ongoing and timely manner.

The Board will not discuss confidential or executive session conversations with the congregation unless otherwise authorized by the Board.

Board members will always stand ready to hear the thoughts of congregants, and attempt to provide context, reflection, answers, guidance, or commentary, if response is appropriate. In all cases, Board members are asked to return to the Board with the congregational comments.

(November 16, 2010)

3.10 Charters Required

All Committees, Task Forces, Core Teams, Ministry Teams and other groups (ex. ESJCC) must have a charter and revisit it annually to ensure that it is up to date and in alignment with ESUC policies and by-laws. (May 16, 2017)

4. Board-Staff Leadership Team Relationship:

The Board's sole official connection to the operational organization, its achievements, and conduct will be through the Staff Leadership Team.

4.1 Definition of the Staff Leadership Team

The Staff Leadership Team shall be defined by the Board, and currently consists of the called ordained Minister(s), the Director of Religious Education, the Director of Finance and Operations.

The Staff Leadership Team is responsible for program development, delivery, and operational procedures and practices. The Staff Leadership Team and program staff makes decisions about how things happen.

The ordained Minister(s) oversee all ministries and staff such as worship, social justice, pastoral care, denominational affairs of the church, partner church, women's perspective, and many others.

Other senior and program staff oversee specific areas: the Director of Religious Education oversees the faith development, the UU formation, of children and youth; the Membership Director oversees membership matters; and the Music Director oversees the music program of the church. The Director of Finance and Operations manages all our administrators, financial, and facility operations.

In the event a member of the Staff Leadership Team is unable to serve, the Staff Leadership Team will continue operating without that member unless the Board has designated a temporary replacement.

(March 21, 2006) April 17, 2007

4.2 Delegation to the Staff Leadership Team

The congregation-in-meeting holds the polity of East Shore Unitarian Church. Those called or elected by the congregation-in-meeting to serve the church have equal access to that final authority. Called ministers and the Board, falling into that group, carry a simultaneous responsibility to deliver the church's program, to support the development of the church, to facilitate the operations of the church, and to achieve the church's vision, mission, and ministry. The Board generally delegates its responsibility for these purposes to the Staff Leadership Team while maintaining its trusteeship role. Called ministers, and others as the Board sees fit, serve on a Staff Leadership Team to explicitly accomplish these purposes and they are held accountable for their accomplishments. The Board strives to forge a linkage with the Staff Leadership Team that is deeply empowering and profoundly safe. This linkage is founded on Board policy, maintained by vigorous communication, and embodies Unitarian Universalist heritage and principles.

The Board generally confines itself to establish the topmost policies, leaving implementation and subsidiary procedure development to the Staff Leadership Team. Ends policies direct the Staff Leadership Team to achieve certain results; Staff Leadership Team limitations policies constrain the Staff Leadership Team to act within acceptable boundaries of prudence and ethics. All Board authority delegated to staff is delegated through the Staff Leadership Team; all responsibility, authority, and accountability of staff is to be phrased as the Staff Leadership Team's proper responsibility, authority, and accountability.

The Staff Leadership Team is authorized to establish all further procedures, make all decisions, take all actions, and develop all activities that are consistent with the Board's policies. The Board may, by extending or amending its policies, change areas of the Staff Leadership Team's authority, but will respect the Staff Leadership Team's choices so long as the delegation continues. While always respecting privacy, the Board may obtain information about activities in the delegated areas in order to assure the policies are as effective as intended.

The Board may change its policies and thereby change the boundaries of limitations given to the Staff Leadership Team. But as long as any particular delegation of authority is in place, the Board will respect and support the Staff Leadership Team's choices.

The Staff Leadership Team reports to the Board for overall achievement of East Shore Unitarian Church's mission, ends, and ministry, perhaps through the medium of their individual reports. Oral discussion of policy and governance should be a routine topic in Board meetings.

The Staff Leadership Team may not perform, allow, or cause to be performed any act that is contrary to explicit Board constraints (refer to Staff Leadership Team Limitations policies, section 2) on Staff Leadership Team authority.

Should a Staff Leadership Team member deem it necessary to violate Board policy, he or she shall inform the Board President, or another officer if the President is unavailable in a timely manner. Informing is simply to assure that no violation is intentionally kept from the Board; it is not to request approval. Board of Trustee response, either approving or disapproving, does not exempt the Staff Leadership Team member from subsequent Board judgment, nor does it impede any Staff Leadership Team member decision.

Staff Leadership Team authority does not extend to interpreting Board policies, or otherwise directing the officers, Trustees at Large, or Board committees or task forces according to Board policies. Nothing in this policy is intended to interfere with mutual interaction about individual understanding of policies.

The Staff Leadership Team performance is monitored rigorously, but only in comparison to criteria stated in policy.

(March 21, 2006)

4.3 Unity of Control

Only decisions of the Board acting as a whole body in Board meetings are binding on the Staff Leadership Team.

Decisions or instructions of individual Board members, officers, or committees are not binding on the Staff Leadership Team except in instances when the Board has specifically authorized such exercise of authority.

In the case of Board members or committees requesting information or assistance without Board authorization, the Staff Leadership Team can refuse these requests that require a material amount of staff time or are disruptive, as held and explained by the Staff Leadership Team.

(March 21, 2006)

4.4 Accountability of the Staff Leadership Team (SLT) and Transparency of SLT Actions

1. As the Board's official links to the operating Church organization, the SLT members are accountable for all organizational performance and exercise all authority transmitted into the Church organization by the Board via the Board's governing policies. Accordingly, the Board will hold the SLT accountable for:

- a. accomplishment of Church Ends as stated in Board policies; (March, 2006)
- b. keeping the Board apprised of ongoing progress on implementing church strategic goals. (April, 2014)
- c. appropriate use and delegation of authority. (March, 2006)
- d. engaging in policy review and dialogue with the Board, and acting according to Church policy, Personnel Manual, and Bylaws; to the extent that a substantive issue related to institutional integrity or long-run viability or vitality of the Church cannot seem to be resolved through these means, the Staff member is expected to raise the issue with the Board President for appropriate next steps. (April, 2014)

2. A member of the congregation, a ministry team, or a standing committee may ask the Board to review a decision made by the SLT in order to clarify the Board's intent with respect to the applicable policy or to extend or change an existing policy. (April, 2009)

3. With these responsibilities in mind, the SLT will engage in a review process with the Board on at least a yearly basis to assess both progress of SLT work and areas of that work and/or individual Staff development where new or additional Board support is needed. (April, 2014)

4.5 Staff Leadership Team (SLT) – Board Relationship

1. Goals: The sound covenantal relationship between Board and Staff Leadership Team (SLT) is defined by and is the focus of this section. The content of the SLT – Board relationship and discussions is grounded in effective governance, communication, operations, policy, actions by the SLT and Board, and leadership and serves the church community and work to accomplish the church vision, mission, ends, ministries, and Church Strategic Goals.

The Church's Strategic Goals will be set on a yearly basis, decided upon through dialogue between the SLT and the Board, and adopted by the Board as Policy 1. Each year, staff will, in consultation with Board, develop and publish an action plan to address these Church Goals. Staff will invite the congregation into this work. (January 21, 2020)

Accordingly, when engaged in action, review, and dialogue, all participants will: (April, 2014)

- a. assure that the work requested is worthy of the time it will take to accomplish;
- b. empower the SLT to make management decisions, as described in policy section 2;
- c. engage in full, clear, honest, and open 2-way communication;
- d. develop a deep understanding of the Board-SLT relationship in the context of the church's current dynamics;
- e. create and nurture substantive dialogue to deepen the Board—SLT bonds of trust and to improve the relationship.

2. Areas of focus: The participants will be mindful of the intended areas of focus for action, review, and dialogue activities, which include:

- a. a focus that keeps clearly in mind the church's means and ends;
- b. promotion of congregational dialogue that leads to whole-community consciousness of the well-governed, well-operated church;
- c. using all reasonable means consistent with the covenantal relationship between Board and SLT to:
 - i. attend to the Board—SLT relationship,
 - ii. understand Board—SLT communications,
 - iii. understand SLT—Board interactions through the use of Board standing committees,
 - iv. resolve challenging issues.

3. Metrics: Indications of success in the relationship-building, review, and dialogue process may necessarily be qualitative; in addition, numbers-based measures should be used when available. Measures of success may include:

- a. Are communication channels open and in use? Are the communications full, clear, and honest?
- b. Is church governance holistic, yet attentive to specific issues, themes, and human concerns?
- c. Is the church operated well, leading to a church environment conducive for excellent programming, without excessive churn and inefficiency?
- d. Generally speaking, is everything and everyone working well together?

4. Review of and dialogue about SLT-Board relationship: The goals of the relationship review process are to discover, establish, and strengthen common understandings and alignments. Dialogue, followed by open and thoughtful discussion, is recommended.

Much of the review and dialogue about this relationship will center on the covenant relationship fullness and health and should be guided by the following questions: are we appealing to our best selves; are we working in ways that use our best gifts; are we communicating fully, honestly, and transparently; are we filled with good will; are we assuming best intentions on the part of all involved?

(April, 2014)

5. Member Responsibilities Toward Each Other and Staff

5.1 Covenant of Right Relations

East Shore Unitarian Church will have a Covenant of Right Relations approved by the Congregation that pertains to members, friends and staff equally.

5.2 Right Relations Guidelines

All East Shore Unitarian Church Board of Trustees, and Committees, Task-Forces, Ministry Teams, Affinity Groups, and other groups will embrace and adhere to the East Shore Covenant of Right Relations and have the opportunity to establish Right Relations Guidelines to guide participants in maintaining respectful and productive interactions specific to their work.

5.3 Right Relations Committee

A Right Relations Committee will be a standing committee of the Board of Trustees. This committee's tasks will include the following:

1. Ensure that the East Shore Unitarian Church Covenant of Right Relations is updated as needed and disseminated within the congregation.
2. Ensure that East Shore Unitarian Church works toward addressing conflict in a positive and creative manner and that tenets of right relationship are embedded in church life. This may include individual coaching, all-congregation training, and meeting process observation/support, and may require training

and assistance from professionals within the wider community.

3. Oversee a Right Relations Facilitation Team (RRFT).

5.4 Right Relations Facilitation Team

East Shore Unitarian Church will have a Right Relations Facilitation Team, under the guidance of the Right Relations Committee, for coaching individual members, friends or staff who request help in handling a conflict.

1. The Right Relations Committee will recruit and vet prospective Right Relations Facilitation Team (RRFT) members and ensure that members of the RRFT are trained in conflict coaching, meeting observation/support, and restorative facilitation. Training will be ongoing.
2. An individual seeking help will request assistance from any member of the Right Relations Facilitation Team (RRFT). That RRFT member will either agree to assist the individual or, with the individual's permission, refer the individual to another RRFT member depending on the issue, a conflict of interest, availability, or for another reason.
3. The RRFT member and individual will meet privately to discuss the issue and determine next steps.
4. Confidentiality of all parties involved in the conflict will be maintained. Data on the type of conflict and number of RRFT coaching sessions will be kept by the Right Relations Committee and be available to the Board upon request. Coaching challenges and successes may be shared within the RRFT to promote learning given that specifics identifying participants are not included.
5. Teams seeking meeting observation/support may request assistance from any member of the Right Relations Facilitation Team (RRFT). That RRFT member will either agree to assist the Team or refer the Team's request to another RRFT member depending on the issue, a conflict of interest, availability, or for another reason.
6. The RRFT member and requesting team members will meet to discuss the issue and determine next steps. As appropriate, confidentiality will be maintained. Data will be kept by the Right Relations Committee and be available to the Board upon request.
7. Members of the RRFT may hold restorative circles to support embedding RR and restorative practices into the culture of East Shore Unitarian Church. As appropriate, confidentiality will be maintained. Data will be kept by the Right Relations Committee and be available to the Board upon request.

(March 2019)

5.5 Disruptive Behavior

While openness to a wide variety of individual perspectives and beliefs is one of the prime values held by our congregation and expressed in our denomination's purposes and Principles, we affirm the believe that our congregation must maintain a secure atmosphere for safely expressing beliefs and opinions. When someone threatens the physical or emotional well-being of an individual or of the community as a whole, the source of this threat must be addressed firmly and promptly. Any consequences for disruptive behavior, including the extremely rare loss of membership and exclusion from the premises and church activities will follow the Bylaws and Board Policies.

Disruptive behavior explicitly does not include respectful criticism of the Board of Trustees or of the staff by ESUC members.

The following shall be the restorative justice procedures and processes of East Shore Unitarian Church (ESUC) in dealing with disruptive behavior as referenced in Bylaw Article V, Section E (5):

1. When identifying, evaluating, and responding to disruptive behavior, staff, lay leaders, restorative justice groups, and members will consider these points in a reasonable manner:

- a. SAFETY – What is the actual or perceived threat to the safety of any adult or child?
- b. DANGEROUSNESS – How much of a threat or perceived threat to persons or property is occurring or has occurred?
- c. CAUSES -- Why is the disruption occurring? Might there be a conflict between an individual and others in the church? Might it be due to personal issues or cultural misunderstandings?

FUNCTION – How is this behavior causing an impairment to church activities?

DISRUPTIVENESS - How much interference is occurring or has occurred to church functions?

HISTORY – What is the extent, if any, of disruption caused in the past? Is there a pattern of disruptive behavior?

INSTITUTIONAL INTEGRITY – How likely is it that this behavior will result in serious damage to the reputation of the church, congregation, and staff?

OFFENSIVENESS - How likely is it that prospective or existing members or staff will be driven away or take legal action?

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

2. If an immediate response is required, this will be undertaken by a member of the Staff Leadership Team (SLT). If an SLT leader is not available, then a lay leader, such as a Board Member, Committee or Ministry Team Chair or other responsible member, will take action.

This action may include asking the person or persons exhibiting disruptive behavior to leave the area or suspending the meeting or activity until such time that it may be resumed without disruption. If further assistance is required, the Police Department may be called. Anytime any of these actions is undertaken without the SLT, a member of the SLT, must be notified; a follow-up letter detailing the disruption and the action taken should be distributed to the SLT, the Board President, and the appropriate restorative justice group.

3. Situations not requiring immediate response will be referred to the Board as per Bylaw Article V Section E (5), which will ask the people involved to engage in a restorative justice framework. The restorative justice group will respond in terms of their own judgment observing the following:

Use agreed upon Church Covenant as acceptable behavior.

Treat all people involved in a disruptive incident with respect, avoiding stereotypes and maintaining confidentiality.

Use a restorative justice model or similar framework to evaluate and facilitate resolution of concerns.

Meet with people involved in the disruptive incident in order to collect necessary information, determine the LEVEL of RESPONSE, and decide to whom the case should be referred.

LEVEL ONE. Identify ways that the issue can be addressed and damage to relationship can be repaired for the good of the community as a whole. Referrals might be made to the Minister, the Lay Pastoral Care Team, the Right Relations Facilitation Team, or similar resources.

LEVEL TWO regarding NON-MEMBERS. Exclude the individual from specified church activities for a limited period of time. Provide them with reasons for exclusion and conditions of return.

LEVEL TWO regarding MEMBERS. Refer the issue to the Board requesting revocation of membership so that the person can be excluded from specified church activities for a limited period of time. Provide the Board with reasons for exclusion and recommend conditions for return. Copy the individual prior to any Board hearing.

LEVEL THREE regarding NON-MEMBERS: Exclude the individual from the premises and all church activities permanently. Provide the person with reasons for exclusion, the parameters of the exclusion, and consequences for violation, and any recourse.

LEVEL THREE regarding MEMBERS: Refer the issue to the Board, recommending revocation of membership, so that the person may be excluded from church premises and all church activities permanently. If the Board decides to accept the recommendation, the individual shall be informed of the exclusion, consequences of violation, their rights, and any possible recourse. See Bylaw Article V Section E (5).

LEVEL TWO and LEVEL THREE action may be appealed by a non-member to the Board by making a request in writing explaining why reinstatement is appropriate.

(June 19, 2018)

6. Review of Policies & Governance Cycle

1. The Board shall consider a review of church policies and of the governance cycle, including operating, governing, systematic interactions, all policies, procedures, and practices.

2. A schedule of review of the church policies, and a means to accomplish that review in limited time, needs to be considered by the Board each year. Given the large number of church policies, the yearly review should be greatly influenced by the dynamics of the current church.

3. For the consideration of the governance cycle, policies must be reviewed and then discussed. Dialogue may include consideration of:

1. Are the policies in alignment with the Church's mission, vision, and Ends?

2. In the perception of the church members, are the policies generally achieving a desired result?

3. Are the policies intended to be long-term?

4. Is the SLT able to use the policies? Are they usefully guided by the limitations, ends, and relationships expressed in policy?

5. Is a policy serving its intended purpose effectively and efficiently? What is missing from the policy, and why? Does policy need to be drawn to become more or less finely controlling, invented, or deleted?

6. Does policy enhance or enable communication between the Board, the standing committees, the SLT, and the congregation?

(April, 2014)

7. Amending Board Policy

1. Policy revisions may be initiated by the Board of Trustees (BOT), Staff, Committees (Board Standing, Nominating, Search, Task Forces), Core Teams, Ministry Teams and members, by completing a Board Policy Recommendation Proposal (see instructions below) and submitting it to the BOT. The proposal document will address questions about background information related to the proposed policy (such as history, relationship to other policies, or etc.), evidence for the need for the new or changed policy, proposed language for the policy and a suggested placement within the current policies. If a group is submitting the Board Policy Recommendation Proposal, its members must have approved the recommendation using the process described in its charter.
2. The BOT will review the recommendation and determine next steps, which may include delegation to the Policy and Governance (P & G) Committee.
3. The BOT and the P & G Committee will consult regarding priorities for the Committee's work and issues related to the policy that the BOT wants to have addressed. The P & G Committee will create a work plan and progress chart based on this consultation to aid the Board liaison with their monthly report.
4. The P & G Committee will do any additional needed research and get input from relevant staff, committees, teams or members before drafting the recommendations.
5. The P & G Committee will send the recommended policy to the BOT, which may return the policy to the Committee for further work or determine if/when it will vote.
6. The BOT or their designee will give the congregation notice of policy revisions with comment options, via appropriate church communications ten days before the meeting in which they plan to vote on it. The BOT may in emergency situations or crucial time-sensitive situations vote on a policy with less time or without pre-communication to the congregation.
7. Within a month of Board approval, policies will be communicated to the congregation and included on the East Shore website and in the Administrative Handbook, by the Board secretary or their designee, working with appropriate staff.

Instructions for Developing Board Policy Recommendation Proposal

Policies are developed by the Board of Trustees to help them govern within federal/state laws, and within the ESUC by-laws, which are approved by the congregation. The policies provide guidance and limitations to the paid and non-paid (volunteer) staff members who carry out the ministry of the church. Policies are not to be confused with procedures which the staff or lay leaders develop to maintain efficient day to day operations within board policies.

Policy revisions may be initiated by the Board of Trustees (BOT), Staff, Committees (Board Standing, Nominating, Search, Task Forces), Core Teams, Ministry Teams and members. Only the Board may approve a new policy or a revision to an existing policy.

If you wish to propose a policy, please prepare a document that addresses the elements outlined below (A-H) and submit it to any member of the Board directly or through an appropriate member of the Staff Leadership Team (Minister, Executive Director, Director of Lifelong Learning). The proposal will then be reviewed by the Board and any relevant committees to determine its potential for approval. The Board and Committees meet once a month, so the expected time frame for response or action may be several months.

A. Is your proposal for a new policy or a revision of a current policy? (Policies can be found on the church website esuc.org, About Us, Governance.) If for a new policy, please write a succinct draft of it

and suggest a placement within the sections of the current policies. If for a revision, please list the current policy and the proposed language change(s).

B. What evidence is there that ESUC needs the new or revised policy? Please be specific and use data as much as possible. Provide additional context or sources used, as needed to clarify your proposal.

C. Does the proposed policy comply with state/federal laws and ESUC by-laws?

D. Are you submitting this proposal as an individual or as a member of a Board Committee, Core, or Ministry Team, or other group within the church? If as a member of any group, please confirm that the group has approved this proposal according to its charter by attaching a copy of the minutes where it was approved.

E. Your name and contact information:

F. Group's name (if any):

G. Submitted to:

H. Date:

(Approved November 19, 2019)

Record of changes

February 20, 2007, by unanimous vote of the Board

Section 2.4, lines 30, 31, and 33 and 36

changed references to policies to procedures, practices and rules, and referenced the related Personnel Manual

Section 3.2, lines 17 and 18

converted references to policy to references to practices, procedures, and rules

April/May 2007

Senior Administrative Team to Senior Staff

New section 3.8, communication

Modified section 4.1, more about Senior Staff

[PROPOSED] section 4.5, review and dialog, rather than sterile monitoring

Additions of new graphics show partnerships and dialog, and governance.

November 16, 2010

Replaced Section 3.5 with Section 3.6

Replaced Section 3.8 with Section 3.9

March 20, 2012

Replaced Section 2.11 (a) – (i)

February, 2014

Changed references to Senior Staff to Staff Leadership Team

April 15, 2014

Replace Section 4.4 – 4.5

Added Section 5.0

May, 2016 (approved June 5 at annual meeting)

Revised (list all the revised sections)

Deleted addendum on the Sanctuary Improvement Project

All changes were administrative maintenance to bring all policies up to date to reflect current practice.

May, 2017

Addition Charters Required Policy 3.10.

December 19, 2017

Policy 2.3 revised to add new part 2.3.2

January 23, 2018

Policy 2.16 Revised to add paragraph 2.16.2 regarding Sponsorship of Outside Groups

July 26, 2018

New Section 5. Member Responsibilities Toward Each Other and Staff added with new Disruptive Behavior Policy. Old Section 5 Review of Policies and Governance Cycle changed to become Section 6.

March 19, 2019

New Right Relations Policies 5.1-5.4 added to Section 5. Policy on Disruptive Behavior changed from 5.1 to 5.5.

October 28, 2019

Introduction to Policies added to precede Policy 1 Goals

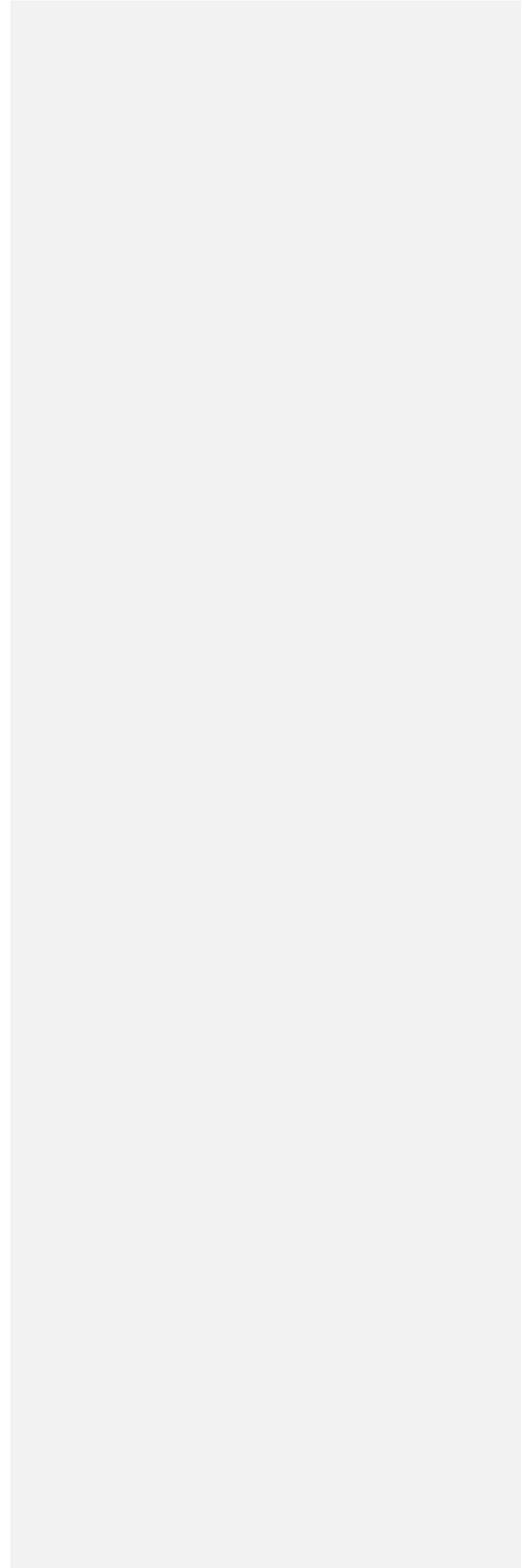
November 19, 2019

Amending the Policies added as a new Section 7

January 21, 2020

Safety Policy 2.21 added

Revision to 4.5 SLT-Board Relationship second paragraph



Appendix F: Policy Changes, Tracked version

Policies

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East Shore Board Policy Introduction

Policy Based Governance, currently used at East Shore, is organized as follows:

The Congregation in Meeting has the responsibility and authority to elect the Board of Trustees, to call the Minister(s), and to approve the Bylaws.

The Board of Trustees creates policy congruent with the Bylaws for all aspects of the church, has ultimate fiduciary responsibility for the church, and also creates Goals and Strategic Plans that will guide Staff and move the church toward its Mission and Vision.

The Staff Leadership Team (SLT), comprised of the Minister(s), the Executive Director, and the Director of Lifelong Learning, has administrative authority and fiduciary responsibility and limitations as delegated by the Board of Trustees in its Policies. The SLT members, or their designated Staff, work with the Core Teams and Ministry Teams toward the Mission and Vision of East Shore.

Board Committees are **created and authorized by the Board of Trustees** to help the Board do its work. This may include standing (ongoing) committees, task forces, and ad hoc committees. Members of Board Committees must be East Shore members and approved by the Board. Current Board Committees are: Financial Stewardship, Endowment (sub-committee of Financial Stewardship, Policy and Governance, Personnel, Right Relations, and Nominating.

Core Teams are **created and authorized by SLT** to work together with them on essential church functions. Core teams include Coordinating Councils, such as the Earth and Social Justice Council, that work with various Core or Ministry teams.

Ministry Teams are **created by members with support and authorization from SLT** to work together with them toward the Principles, Mission, and Goals of the church.

Board Policy Introduction approved October 28, 2019)

The following are the current Board Policies guiding the Staff and governing East Shore:

1. GOALS

1.1 Increase net membership and pledging units according to the 10-year plan

1.2. Educate congregants about ESUC and about policy governance

1.3. Develop an ESUC Safety Plan

1.4. Develop a Master Campus Plan

1.5. Continue to work on moving our congregation to becoming anti-racist

(Approved by the Board August 20, 2019 for the 2019-20 church year)

2. Staff Leadership Team Limitations

These are limitations placed upon the Staff Leadership Team preventing certain actions. Beyond these limits, the Staff Leadership Team has great freedom to act.

2.1 Staff Leadership Team General Limitations

The Staff Leadership Team will not cause nor allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent, or in violation of the Church's Bylaws, Articles of Incorporation, Board policies and commonly accepted business and professional ethics.

(September 20, 2005)

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2.2 Staff Leadership Team

The Staff Leadership Team will speak with alignment and mutual respect to all parties to whom the Staff Leadership Team is responsible or over whom it has authority. Accordingly, the Staff Leadership Team members shall:

1. Include and consult each other on all material issues with a spirit of mutual respect in an environment of confidentiality; attention should be paid accordingly to recommendations made within the area of a team member's professional expertise.
2. Active discussion is encouraged and an attempt should be made to reach agreement on means within the team. If this is not possible, the team will choose to request Board input either from the Board President, Board Executive Committee, or the Board as a whole. The Board, keeping in mind Church Goals, will attempt to help the SLT find resolution through further discussion. (February, 2016)

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2.3 Treatment of Members, Friends, Visitors and Congregants

1. In interacting with congregants, the Staff Leadership Team will provide conditions, procedures, and decisions that are safe, respectful, unintrusive, that maintain appropriate confidentiality or privacy, and that apply the standards of the Church's Mission, Vision, and Goals and Unitarian Universalist Principles. (May 16, 2006, revised December 19, 2017)
2. The Staff Leadership Team will work in a collegial and collaborative manner with Board committees, core teams, ministry teams, councils, task forces and other groups in their job-related areas. The Staff Leadership Team will work cooperatively and in partnership with these groups to achieve the church's Mission, Vision and Ends and Unitarian Universalist Principles by providing opportunities for meaningful input, communicating in a timely manner, and empowering lay leadership. (December 19, 2017)

2.4 Treatment of Staff

The Staff Leadership Team will work in alignment with Board approved personnel procedures, practices, and rules as recorded in the East Shore Unitarian Church Employee Handbook. (See 3.2.1.e) Accordingly, the Staff Leadership Team will:

1. Operate with written personnel procedures, rules, and practices that comply with accepted employment practices, provide for effective and appropriate response to grievances, and protect against wrongful conditions;
 2. Acquaint staff with their rights under this policy and related Employee Handbook;
 3. Allow staff to follow grievance procedures as outlined in the Employee Handbook.
- (May 16, 2006, Revised February 20, 2007)

2.5 Treatment of Unpaid Volunteer Staff

With respect to the treatment of unpaid and volunteer staff, the Staff Leadership Team will provide conditions that are safe, non-discriminatory, and respectful, with appropriate confidentiality or privacy.

(May 16, 2006)

2.6 Compensation and Benefits

Considering employment, compensation, and benefits to employees, the Staff Leadership Team may not cause or allow jeopardy to fiscal or institutional integrity of the Church. Accordingly, the Staff Leadership Team will:

1. Continue individual Staff Leadership Team members' compensation or benefits as established by the Board;

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2. Refrain from promising or implying permanent or guaranteed employment;
3. Establish current compensation and benefits that:
 - a. Align with the nonprofit or geographic market for the skills employed;
 - b. Create obligations only as far as revenues can be safely projected, because compensation and benefits are subject to adjustment based on budget shortfall;
 - c. Provide a reasonable wage to all employees and offer some basic level of benefits to all full-time employees. Differential benefits to encourage longevity in key employees are not prohibited.
4. Establish deferred or long-term compensation and benefits that avoid unfunded liabilities and that commit the Church only to benefits that incur predictable future costs.

(May 16, 2006)

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2.7 Designated Fund Policy

The Board will consider the creation of designated funds as proposed by the Staff Leadership Team or the Board. In response, the Staff Leadership Team will:

1. Establish a mission statement specific to the purpose of the Fund;
2. Assure the mission statement is congruent with the Church's Vision and Mission;
3. Create a distinct and separate fund account for each Designated Fund;
4. Assure that all expenditures are consistent with the mission of the fund.

(September 20, 2005)

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2.8 Goals Focus of Grants

The Staff Leadership Team will apply only for grants that support the Church's Mission, Vision, Ministry, and Goals. The Staff Leadership Team will only apply for grants that it has expectation of receiving. When granting money, the Staff Leadership Team will assess and consider an applicant's capability to produce appropriately targeted, efficient results.

(May 16, 2006)

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2.9 Transparency of Financial Activity and Spending

The financial activity of staff and ministry teams will be transparent to the Board, the Staff Leadership Team, the staff, ministry teams, and the congregation. Accordingly, the Staff Leadership Team will:

1. Be the appropriate and primary authority that controls the allocation of funds and other resources to any staff or ministry team;
2. Allocate funds and other resources to Departments at the beginning of each fiscal year from the annual Operating Budget;

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3. Execute disbursements from the annual Operating Budget authorized by teams within the limits of their charters;
4. Inform the Board every quarter of how funds or other resources have actually been expended;
5. Provide to the Board and congregation a yearly report of all the staff and ministry team funds spent, whether in the budget, or off the budget, or in any separate fund.

(Sept 20, 2005) (Sept 20, 2016)

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2.10 Financial Planning and Budgeting

The annual budget for each fiscal year shall be conceived through a collaborative and iterative process beginning no later than January of the fiscal year prior to presentation to the congregation for approval at the annual meeting in May or June with prior approval of the Financial Stewardship Committee and full Board of Trustees. The Budget team will be comprised of two members of the Staff Leadership Team, preferably the Executive Director and Minister, two members of the Board, preferably the Treasurer and President, and two members from the Financial Stewardship Committee. The Budget team will gain input from the heads of each Department with details from individual Staff and Ministry teams. Financial planning for any fiscal year will align with ESUC's Bylaws or the Board's Goals priorities, will avoid fiscal jeopardy, and will be derived from a multi-year plan. The Staff Leadership Team may not jeopardize either programmatic or fiscal integrity of the Church organization. Accordingly, the Staff Leadership Team provide or allow budgeting or fiscal projections that:

1. Contain enough detail to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions;
2. Are conservatively projected to be received;
3. Present a separate plan for capital expenditures and the means to pay for them;
4. Align with Board-stated Goals Policies including the Mission and Vision of the church, and;
5. Consider the Goals policies in allocating resources among competing fiscal needs.

(September 20, 2005) (September 20, 2016)

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2.11 Financial Condition and Activity

With respect to the church's actual ongoing financial condition and activities, the Staff Leadership Team will avoid the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities. Accordingly, the Staff Leadership Team will:

1. Expend only funds that have been received in the fiscal year to date, including maintaining cash amounts needed to settle payroll and debts in a timely manner;
2. Inform the Board of any unexpected or undesignated income;
3. Settle payroll and debts in a timely manner;

4. Ensure tax payments or other government ordered payments or filings are filed accurately and on time.;
5. Not acquire, encumber, or dispose of real property;
6. Appropriately pursue unpaid pledges after a reasonable amount of time;
7. Aggressively pursue unpaid non-pledge receivables after a reasonable amount of time;
8. Ensure that soliciting of donations and other fundraising by teams and committees are, pre-approved by the Board; (2016)
9. Receive, process, or disperse funds under controls sufficient to meet generally accepted standards. These standards will minimally include the following:
 - a. All disbursements must be within board approved budget levels.
 - b. Up to \$10,000, checks will be signed by two authorized signatories.
 - c. Over \$10,000, checks will be signed by (1) either board President, Vice President or Treasurer and (2) a Staff Leadership Team member.
 - d. Emergency disbursements may be made by authorized signatories, with immediate notification to Board President and Treasurer.
 - e. All contracts must be within Board approved budget levels.
 - f. All contracts must be reviewed by the Financial Stewardship Committee after execution.
 - g. Contracts up to \$10,000 may be signed by one Staff Leadership Team member.
 - h. Contracts (including all mortgages or instruments of indebtedness) over \$10,000 must be signed by board President, Vice President or Treasurer.
 - i. Board may establish separate contract and disbursement policies for capital projects to ensure timely, effective management of project.
 - j. At the end of each fiscal year, the Staff Leadership Team will dissolve any team, committee (except Board committees), or fund (except Designated Funds) which they, in good faith, have deemed to be inactive. At their sole discretion, the Staff Leadership Team may distribute all associated fund balances to the Operating Fund of the current or subsequent fiscal year. (April, 2016)
(March 20, 2012) (September 20, 2005) (2016)

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- Deleted: At the end of each fiscal year, any ministry team, committee or fund, as well as their associated charters, (with the exception of Board Committees) which are in good faith deemed to be inactive by the Senior Leadership Team, will be dissolved and all associated fund balances will be distributed to the Operating Fund of the current or subsequent fiscal year, at the Senior Leadership Team's sole discretion.
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2.12 Asset Protection and Management

To steward ESUC's assets, the Staff Leadership Team will ensure the assets are protected, maintained, and free from unnecessarily risk. Accordingly, the Staff Leadership Team will:

1. Protect the Church's public image or credibility, and avoid harm to its reputation that would hinder accomplishment of its Mission;
2. Insure against theft and casualty losses to at least eighty percent of replacement value, and against liability losses to Board executive members, staff, and the Church organization;
3. Protect the nonprofit status and keep the Church, its Board, and staff from exposure to claims of liability;
4. Receive, process, or distribute funds under controls sufficient to meet the Board appointed reviewer's standards or other government standards;

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5. Arrange for regular conduct of outside reviews and professional investment advice;
6. Treat facilities and equipment properly and provide sufficient maintenance;
7. Protect intellectual property, information, and files from loss or significant damage, [excluding the work of called ministers of the Church, who are the sole owners of their intellectual property];
8. Invest operating capital in secure instruments.

(October, 2005)

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2.13 Endowment Fund Limitations

The Staff Leadership Team will interact with the Board’s Endowment Committee following the procedures of the Endowment Committee charter. Accordingly, for funds given for the endowment fund, the Staff Leadership Team will:

1. Assure gifted funds are received and deposited into the Endowment accounts;
2. Assure the Endowment and memorial gift funds are dispersed as directed by the Board approved procedures of the Endowment Committee charter.

(May 16, 2006)

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2.14 Acceptance of Restricted Gifts

The Staff Leadership Team will not accept any gift with restrictions that are contrary to this Board policy, church’s Vision, Mission, and Ministry, Goals, or the UU Pinciples. Accordingly, the Staff Leadership Team will:

1. Accept only Board pre-approved restricted funds;
2. Ensure all accepted gifts align with the church’s Vision, Mission, Ministry and Policy Goals;
3. Explicitly state to donors of each restricted fund and each solicitation for a restricted fund that contributions received in excess of project needs, or after the project is completed or is otherwise inactive, may be used for the general operations of the church;
4. Report to the Board what fund receives the restricted gift.

(May 16, 2006) (Sept 20, 2016)

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2.15 Authority to Create Ministry Teams

The mission and activity of any ministry team will be congruent with the Church’s Vision and Mission, and will be apparent to the Staff Leadership Team, the staff, the Board, other ministry teams, and the congregation. Accordingly, the Staff Leadership Team will:

1. Have the authority to charter a ministry team, including those serving and advancing the Vision and Mission of the Church;
2. Ensure ministry teams which articulate a clear purpose and goals congruent with the Church’s Mission and Vision;

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3. Provide an annual review to the Board of each ministry team to assure congruence with their charter;
 4. Disband or reorganize a ministry team that is incongruent with the Church's mission and vision.
- (October, 2005)

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2.16 Authority over Events and Sponsorship

1. The Staff Leadership Team will be responsible to coordinate and manage the use of church for events, programs, ministries or public witness to the benefit of ESUC and the communities the Church serves. Accordingly,
 - a. The Staff Leadership Team will assure church sponsored events, programs, ministries, or public witness are in sympathy with the Church's Vision and Mission and Ministry. (April, 2009)
 - b. The Staff Leadership Team will be judicious in their decisions or actions while exercising authority under this policy.
 - c. The Staff Leadership Team will be accountable to the Board for the decisions made and actions taken under this policy.

(August, 2005)

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2. The Staff Leadership Team will be responsible to coordinate and manage the formal relationship of "sponsorship" between ESUC and third-party non-profit organizations to the benefit of ESUC and the communities the Church serves. Accordingly,
 - a. The Staff Leadership Team will assure a Sponsorship Agreement is in place for each relationship with an outside non-profit group that is in accordance with this policy. Such an Agreement shall be in writing and include terms, dissolution, limitations, mutual benefits and responsibilities, and other provisions as necessary.
 - b. The Staff Leadership Team will assure all Sponsorship Agreements are in sympathy with the Church's Mission, Vision, and ministry. The Staff Leadership Team shall work with authorized church teams that request sponsorship of outside non-profit organizations which share their values and goals.
 - c. The Staff Leadership Team will not be capricious in their decisions or actions while exercising authority under this policy.
 - d. The Staff Leadership Team will be accountable to the Board in its for the decisions made and the actions taken under this policy. Board approval required for all Sponsorship Agreements.

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e. The Staff Leadership Team will be especially mindful of all existing ESUC Policies and Bylaws, including financial campus use Policies when entering into Sponsorship Agreements.

(January 23, 2018)

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2.17 Conflict of Interest

The Staff Leadership Team will not cause or allow any conflict of interest in awarding purchases, contracts, or grants.

(May 16, 2006)

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2.18 Communication and Counsel to the Board

In providing information and counsel to the Board, the Staff Leadership Team will ensure that the Board is correctly informed and supported in its work. Accordingly, the Staff Leadership Team will:

1. Provide data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies.
2. Inform the Board in a timely manner of relevant needs, public policy initiatives, public events of the Church, and material changes that conflict with Board policy.
3. Advise the Board if, in the Staff Leadership Team’s opinion, the Board is not in compliance with its own policies.
4. Gather for the Board as many staff and external perspectives, and options for fully informed Board decisions.
5. Report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
6. Bring to the Board items delegated to the Staff Leadership Team that are required by law, church Bylaws, or contract to be Board-approved, along with the means to monitor the item.

(May 16, 2006)

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2.19 Communication Outside the Congregation

In making public statements and in media relations, the Staff Leadership Team will cause or allow only conditions, procedures, or decisions that align with the Church’s Mission and Goals and Unitarian Universalist Principles. Accordingly, the Staff Leadership Team will:

1. Accurately reflect the official position of the congregation or Board when the congregation or Board has formally and explicitly adopted positions of record.
2. Respect the fundamental principle of freedom of the pulpit.

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(May 16, 2006)

2.20 Communication and Technology

The Staff Leadership Team will use all available and reasonable communication technologies, guided by prudence in the costs, administrative time, and maintenance of such technologies, to make available East Shore's Mission and Vision so that it may be accessed at any time.

(December 15, 2009)

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2.21 Safety

The Staff Leadership Team will develop and publish operational procedures for safety and keep them updated as needed. The operational procedures for safety will include current recommendations from our insurance company Church Mutual and from the UUA. The procedures will be approved by the Board. The appropriate staff and volunteers will know how to apply these procedures. Areas in the Safety Procedures will include but are not limited to:

1. Covenant;
 2. Disruptive Behavior;
 3. Security Self-Inspections for buildings/grounds (includes hazardous waste);
 4. Preparedness for natural disasters and emergencies;
 5. Violence Prevention;
 6. Financial Safety (Fraud, Embezzlement)
 7. Children and Youth (RE);
 8. Sexual Harassment and Abuse;
 9. Medical and Health
 10. High Tech and Social Media
- (January 21, 2020)

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3. Governing Process

The Board of East Shore Unitarian Church will act to promote the accomplishment of the Church's vision, mission, and ministry, and strive to prevent unacceptable activities and conditions within the Church. (April 18, 2006)

3.1 Governing Style

The Board will govern with an emphasis on outward vision, encouragement of diverse viewpoints, strategic leadership more than administrative detail, clear distinction of Board roles and called Ministers' and staff roles, collective rather than individual decisions, the Church's future rather than its past or present, and forward-looking action rather than reaction. In this spirit:

1. The Board will focus chiefly on intended long-term effects or Goals, not on the administrative or programmatic means of attaining the Goals.
2. The Board will cultivate a sense of group responsibility. The Board will expect a standard of excellence in governing. The Board will be the initiator of policy, not just a reactor to staff initiatives. The Board will use the expertise of individual trustees to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values.
3. The Board will direct, control, and inspire the Church organization through the careful establishment of Board-written policies reflecting the Board's values and perspectives about Goals to be achieved and appropriate means to reach the Goals.
4. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.
5. The continuity of the Board's institutional memory will be ensured by continued Board development. One element will include orientation of new Trustees to the Board's governance process, as well as periodic discussion of process improvements.
6. The Board will be accountable to the congregation and other stakeholders for competent, conscientious, and effective accomplishment of its obligations as a body. The Board will allow no Officer, Trustee-at-Large, or committee of the Board to hinder the fulfillment of Board commitments and responsibilities.
7. Only the Board President or the President's designee may speak for the Board when interacting with the public, press, or other entities.
8. The Board will monitor and regularly discuss the Board's own processes and performance.

(April 18, 2006)

3.2 Board Contributions and Responsibilities

The work of the Board is to represent the congregants' interests in determining and expecting appropriate Church organization performance consistent with the Church's mission, vision, ministry. Accordingly:

1. The Board writes governing policies that provide direction and guidance for organizational decision:
 - a. Ends: Church organizational products, impacts, benefits, outcomes (what good for whom at what cost);

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- b. Staff Leadership Team Limitations: constraints on the Staff Leadership Team’s authority that establish the boundaries within which all Staff Leadership Team activity and decision making must take place;
 - c. Governance Process: specification of how the Board conceives, carries out, and monitors its own work;
 - d. Board–Staff Leadership Team Relationship: how power is delegated and its proper use assured; the Staff Leadership Team’s role, responsibility, authority, and accountability, and the Board’s support of the Staff Leadership Team;
 - e. Review and approve personnel practices, procedures, and rules in the East Shore Unitarian Church Personnel Manual.
2. The Board assures Staff Leadership Team performance accountability in accordance with policies in Section 2.

(April 18, 2006) revised February 20, 2007

3.3 Board President’s Role

The President assures the integrity of the Board’s process and typically represents the Board to congregants and outside parties. Bylaw definition of presidential responsibility and authority always supersedes these policies, if there is a conflict.

- 1. The President’s responsibility is to assure the Board conducts its business consistently with regard to its own rules and those legitimately imposed upon it from outside the Church community:
 - a. Meeting discussion content will only include those issues that, in accordance with policy, belong to the Board to decide, unless specifically requested by the Staff Leadership Team;
 - b. Deliberation will be fair, focused, orderly, thorough, timely, and also efficient.
- 2. The authority of the President consists of making any decision on behalf of the Board that falls within or is consistent with Board policies on governance and Board-Staff Leadership Team relationship. The President is authorized to use any reasonable interpretation of the provisions in these policies:
 - a. The President is empowered to chair Board meetings, with all the commonly accepted authority and responsibility of that position;
 - b. The President’s authority does not extend to making decisions within Ends and Staff Leadership Team Limitations policy areas;
 - c. The President’s authority does not extend to supervising, interpreting Board policies for, or otherwise directing, the Staff Leadership Team;
 - d. The President may represent the Board to outside parties in announcing Board-stated positions and in stating presidential decisions and interpretations within the area(s) delegated to her or him;
 - e. The President may delegate this authority but remains accountable for its use.

(April 18, 2006)

3.4 Board of Trustees Code of Conduct

The Board of Trustees commits itself and its members to ethical, church-like, and lawful conduct, including proper use of authority and demonstration of appropriate decorum when acting in the role of Board member. Accordingly:

1. Trustees must represent unconflicted loyalty to the interests of the congregation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Trustee acting as an individual congregant.
2. Trustees must avoid any conflict of interest with respect to their fiduciary responsibility:
 - a. There shall be no self-dealing or any conduct of private business or personal services between any Trustee and the Church staff except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information;
 - b. When the Board is to decide an issue about which a Trustee has an unavoidable conflict of interest, that Trustee shall absent him/herself, without comment, from the deliberation and the vote;
 - c. Trustees may not use their positions to obtain employment for themselves, family members, or close associates. Should a Trustee desire employment, he/she must first resign from the Board;
 - d. Trustees will disclose their involvement: with organizations, vendors, or associations that might produce a conflict of interest.
3. Written policies in the four areas of governance—ends, limitations, governing style, Board-Staff Leadership Team relationship—adopted by majority vote of the Board, shall guide the exercise of authority over the Church organization. Individual trustees may not attempt to exercise authority over the Church organization. The Board will speak with one voice, solely through its adopted policies:
 - a. In interacting with the Staff Leadership Team or with staff, the Board member must recognize the lack of authority vested in individual members or subgroups of trustees, including committee, task force, or ministry teams, except when explicitly authorized by the Board of Trustees;
 - b. In interacting with the public, press, or other entities, Trustees, with the exception of the President, must recognize their lack of authority to speak for the Board of Trustees;
 - c. Trustees will make no judgments of the Staff Leadership Team or staff performance or give voice to such assessment, except as that performance is assessed against explicit Board policies by a formal Board evaluation process;
 - d. Trustees are encouraged to continually self-monitor their personal performance as trustees based on policies, qualifications listed in the Trustee position description and any other Board evaluation tools.
4. Trustees will respect confidentiality appropriate to issues of any sensitive nature.
5. Trustees will be properly prepared for Board deliberation.

(April 18, 2006)

3.5 Board Committees

The Board shall create such standing committees as are required by the By-Laws. It may create additional Board committees as it deems necessary for the effective operation of the Board.

1. The Board appoints all committee members and chairs.
 2. All board committees shall have charters approved by the Board
 3. The purpose of all Board standing committees is to assist the Board in the fulfillment of its responsibilities and obligations.
 4. Board committees, while accountable to the Board, shall communicate freely with each other, the Staff Leadership Team and the congregation.
 5. The Board shall meet at least annually with each Board Committee.
 6. The Board will speak with one voice.
- (November 16, 2010)

3.6 Cost of Governance

The Board of Trustees will prudently invest in its governance capacity.

(September 3, 2010)

3.7 Executive Committee Role

The Executive Committee is comprised of the Officers of the Board and the Staff Leadership Team, who are non-voting ex officio members.

1. The committee is responsible for setting the agenda for monthly Board meetings, as well as coordinating congregational and special meetings.
2. The committee shall perform other duties delegated by the Board.
3. The committee may choose to meet in executive session as deemed necessary.

(April 18, 2006)

3.9 Communication with the membership and the congregation

Between the Board and the congregation dialog, discussion, conversation, communication, and hearing is paramount to the role of Governance as practiced by the Board.

1. *The Board will actively seek feedback from congregants during the church year. The purpose of the feedback and dialog is to review the progress towards the ends and goals and review alignment with the vision and mission of the church.*
2. The Board will share information regarding the mission, administration, and finances of the church with the congregation in an ongoing and timely manner.

3. The Board will not discuss confidential or executive session conversations with the congregation unless otherwise authorized by the Board.

Board members will always stand ready to hear the thoughts of congregants, and attempt to provide context, reflection, answers, guidance, or commentary, if response is appropriate. In all cases, Board members are asked to return to the Board with the congregational comments. (November 16, 2010)

3.10 Charters Required

All Committees, Task Forces, Core Teams, Ministry Teams and other groups (ex. ESJCC) must have a charter and revisit it annually to ensure that it is up to date and in alignment with ESUC policies and by-laws. (May 16, 2017)

4. Board-Staff Leadership Team Relationship:

The Board's sole official connection to the operational organization, its achievements, and conduct will be through the Staff Leadership Team.

4.1 Definition of the Staff Leadership Team

1. The Staff Leadership Team shall be defined by the Board, and currently consists of the called ordained Minister(s), the Director of Religious Education, the Director of Finance and Operations.
2. The Staff Leadership Team is responsible for program development, delivery, and operational procedures and practices. The Staff Leadership Team and program staff makes decisions about how things happen.
 - a. The ordained Minister(s) oversee all ministries and staff such as worship, social justice, pastoral care, denominational affairs of the church, partner church, women's perspective, and many others.
 - b. Other senior and program staff oversee specific areas: the Director of Religious Education oversees the faith development, the UU formation, of children and youth; the Membership Director oversees membership matters; and the Music Director oversees the music program of the church. The Director of Finance and Operations manages all our administrators, financial, and facility operations.
3. In the event a member of the Staff Leadership Team is unable to serve, the Staff Leadership Team will continue operating without that member unless the Board has designated a temporary replacement.

(March 21, 2006) April 17, 2007

4.2 Delegation to the Staff Leadership Team

1. The congregation-in-meeting holds the polity of East Shore Unitarian Church. Those called or elected by the congregation-in-meeting to serve the church have equal access to that final authority. Called ministers and the Board, falling into that group, carry a simultaneous responsibility to deliver the church's program, to support the development of the church, to facilitate the operations of the church, and to achieve the church's vision, mission, and ministry. The Board generally delegates its responsibility for these purposes to the Staff Leadership Team while maintaining its trusteeship role. Called ministers, and others as the Board sees fit, serve on a Staff Leadership Team to explicitly accomplish these purposes and they are held accountable for their accomplishments. The Board strives to forge a linkage with the Staff Leadership Team that is deeply empowering and profoundly safe. This linkage is founded on Board policy, maintained by vigorous communication, and embodies Unitarian Universalist heritage and principles.
2. The Board generally confines itself to establish the topmost policies, leaving implementation and subsidiary procedure development to the Staff Leadership Team. Ends policies direct the Staff Leadership Team to achieve certain results; Staff Leadership Team limitations policies constrain the Staff Leadership Team to act within acceptable boundaries of prudence and ethics. All Board authority delegated to staff is delegated through the Staff Leadership Team; all responsibility, authority, and accountability of staff is to be phrased as the Staff Leadership Team's proper responsibility, authority, and accountability.
3. The Staff Leadership Team is authorized to establish all further procedures, make all decisions, take all actions, and develop all activities that are consistent with the Board's policies. The Board may, by extending or amending its policies, change areas of the Staff Leadership Team's authority, but will respect the Staff Leadership Team's choices so long as the delegation continues. While always respecting privacy, the Board may obtain information about activities in the delegated areas in order to assure the policies are as effective as intended.
4. The Board may change its policies and thereby change the boundaries of limitations given to the Staff Leadership Team. But as long as any particular delegation of authority is in place, the Board will respect and support the Staff Leadership Team's choices.
5. The Staff Leadership Team reports to the Board for overall achievement of East Shore Unitarian Church's mission, ends, and ministry, perhaps through the medium of their individual reports. Oral discussion of policy and governance should be a routine topic in Board meetings.
6. The Staff Leadership Team may not perform, allow, or cause to be performed any act that is contrary to explicit Board constraints (refer to Staff Leadership Team Limitations policies, section 2) on Staff Leadership Team authority.
7. Should a Staff Leadership Team member deem it necessary to violate Board policy, he or she shall inform the Board President, or another officer if the President is unavailable in a timely manner. Informing is simply to assure that no violation is intentionally kept from the Board; it is not to request approval. Board of Trustee response, either approving or

disapproving, does not exempt the Staff Leadership Team member from subsequent Board judgment, nor does it impede any Staff Leadership Team member decision.

8. Staff Leadership Team authority does not extend to interpreting Board policies, or otherwise directing the officers, Trustees at Large, or Board committees or task forces according to Board policies. Nothing in this policy is intended to interfere with mutual interaction about individual understanding of policies.
9. The Staff Leadership Team performance is monitored rigorously, but only in comparison to criteria stated in policy.

(March 21, 2006)

4.3 Unity of Control

Only decisions of the Board acting as a whole body in Board meetings are binding on the Staff Leadership Team.

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Staff Leadership Team except in instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Staff Leadership Team can refuse these requests that require a material amount of staff time or are disruptive, as held and explained by the Staff Leadership Team.

(March 21, 2006)

4.4 Accountability of the Staff Leadership Team (SLT) and Transparency of SLT Actions

1. As the Board's official links to the operating Church organization, the SLT members are accountable for all organizational performance and exercise all authority transmitted into the Church organization by the Board via the Board's governing policies. Accordingly, the Board will hold the SLT accountable for:

- a. accomplishment of Church Ends as stated in Board policies; (March, 2006)
- b. keeping the Board apprised of ongoing progress on implementing church strategic goals. (April, 2014)

c. appropriate use and delegation of authority. (March, 2006)

d. engaging in policy review and dialogue with the Board, and acting according to Church policy, Personnel Manual, and Bylaws; to the extent that a substantive issue related to institutional integrity or long-run viability or vitality of the Church cannot seem to be resolved

through these means, the Staff member is expected to raise the issue with the Board President for appropriate next steps. (April, 2014)

2. A member of the congregation, a ministry team, or a standing committee may ask the Board to review a decision made by the SLT in order to clarify the Board's intent with respect to the applicable policy or to extend or change an existing policy. (April, 2009)

3. With these responsibilities in mind, the SLT will engage in a review process with the Board on at least a yearly basis to assess both progress of SLT work and areas of that work and/or individual Staff development where new or additional Board support is needed. (April, 2014)

4.5 Staff Leadership Team (SLT) – Board Relationship

1. Goals: The sound covenantal relationship between Board and Staff Leadership Team (SLT) is defined by and is the focus of this section. The content of the SLT – Board relationship and discussions is grounded in effective governance, communication, operations, policy, actions by the SLT and Board, and leadership and serves the church community and work to accomplish the church vision, mission, ends, ministries, and Church Strategic Goals.

The Church's Strategic Goals will be set on a yearly basis, decided upon through dialogue between the SLT and the Board, and adopted by the Board as Policy 1. Each year, staff will, in consultation with Board, develop and publish an action plan to address these Church Goals. Staff will invite the congregation into this work. (January 21, 2020)

Accordingly, when in engaged in action, review, and dialogue, all participants will: (April, 2014)

- a. assure that the work requested is worthy of the time it will take to accomplish;
- b. empower the SLT to make management decisions, as described in policy section 2;
- c. engage in full, clear, honest, and open 2-way communication;
- d. develop a deep understanding of the Board-SLT relationship in the context of the church's current dynamics;
- e. create and nurture substantive dialogue to deepen the Board—SLT bonds of trust and to improve the relationship.

2. Areas of focus: The participants will be mindful of the intended areas of focus for action, review, and dialogue activities, which include:

- a. a focus that keeps clearly in mind the church's means and ends;
- b. promotion of congregational dialogue that leads to whole-community consciousness of the well-governed, well-operated church;

c. using all reasonable means consistent with the covenantal relationship between Board and SLT to:

- i. attend to the Board—SLT relationship,
- ii. understand Board—SLT communications,
- iii. understand SLT—Board interactions through the use of Board standing committees,
- iv. resolve challenging issues.

3. Metrics: Indications of success in the relationship-building, review, and dialogue process may necessarily be qualitative; in addition, numbers-based measures should be used when available. Measures of success may include:

- a. Are communication channels open and in use? Are the communications full, clear, and honest?
- b. Is church governance holistic, yet attentive to specific issues, themes, and human concerns?
- c. Is the church operated well, leading to a church environment conducive for excellent programming, without excessive churn and inefficiency?
- d. Generally speaking, is everything and everyone working well together?

4. Review of and dialogue about SLT-Board relationship: The goals of the relationship review process are to discover, establish, and strengthen common understandings and alignments. Dialogue, followed by open and thoughtful discussion, is recommended.

Much of the review and dialogue about this relationship will center on the covenant relationship fullness and health and should be guided by the following questions: are we appealing to our best selves; are we working in ways that use our best gifts; are we communicating fully, honestly, and transparently; are we filled with good will; are we assuming best intentions on the part of all involved?

(April, 2014)

5. Member Responsibilities Toward Each Other and Staff

5.1 Covenant of Right Relations

East Shore Unitarian Church will have a Covenant of Right Relations approved by the Congregation that pertains to members, friends and staff equally.

5.2 Right Relations Guidelines

All East Shore Unitarian Church Board of Trustees, and Committees, Task-Forces, Ministry Teams, Affinity Groups, and other groups will embrace and adhere to the East Shore Covenant of Right Relations and have the opportunity to establish Right Relations Guidelines to guide participants in maintaining respectful and productive interactions specific to their work.

5.3 Right Relations Committee

A Right Relations Committee will be a standing committee of the Board of Trustees. This committee's tasks will include the following:

1. Ensure that the East Shore Unitarian Church Covenant of Right Relations is updated as needed and disseminated within the congregation.
2. Ensure that East Shore Unitarian Church works toward addressing conflict in a positive and creative manner and that tenets of right relationship are embedded in church life. This may include individual coaching, all-congregation training, and meeting process observation/support, and may require training and assistance from professionals within the wider community.
3. Oversee a Right Relations Facilitation Team (RRFT).

5.4 Right Relations Facilitation Team

East Shore Unitarian Church will have a Right Relations Facilitation Team, under the guidance of the Right Relations Committee, for coaching individual members, friends or staff who request help in handling a conflict.

1. The Right Relations Committee will recruit and vet prospective Right Relations Facilitation Team (RRFT) members and ensure that members of the RRFT are trained in conflict coaching, meeting observation/support, and restorative facilitation. Training will be ongoing.
2. An individual seeking help will request assistance from any member of the Right Relations Facilitation Team (RRFT). That RRFT member will either agree to assist the individual or, with the individual's permission, refer the individual to another RRFT member depending on the issue, a conflict of interest, availability, or for another reason.
3. The RRFT member and individual will meet privately to discuss the issue and determine next steps.
4. Confidentiality of all parties involved in the conflict will be maintained. Data on the type of conflict and number of RRFT coaching sessions will be kept by the Right Relations Committee and be available to the Board upon request. Coaching challenges and successes may be shared within the RRFT to promote learning given that specifics identifying participants are not included.
5. Teams seeking meeting observation/support may request assistance from any member of the Right Relations Facilitation Team (RRFT). That RRFT member will either agree to assist the Team or refer the Team's request to another RRFT member depending on the issue, a conflict of interest, availability, or for another reason.
6. The RRFT member and requesting team members will meet to discuss the issue and determine next steps. As appropriate, confidentiality will be maintained. Data will be kept by the Right Relations Committee and be available to the Board upon request.

7. Members of the RRFT may hold restorative circles to support embedding RR and restorative practices into the culture of East Shore Unitarian Church. As appropriate, confidentiality will be maintained. Data will be kept by the Right Relations Committee and be available to the Board upon request.

(March 2019)

5.5 Disruptive Behavior

While openness to a wide variety of individual perspectives and beliefs is one of the prime values held by our congregation and expressed in our denomination's purposes and Principles, we affirm the believe that our congregation must maintain a secure atmosphere for safely expressing beliefs and opinions. When someone threatens the physical or emotional well-being of an individual or of the community as a whole, the source of this threat must be addressed firmly and promptly. Any consequences for disruptive behavior, including the extremely rare loss of membership and exclusion from the premises and church activities will follow the Bylaws and Board Policies.

Disruptive behavior explicitly does not include respectful criticism of the Board of Trustees or of the staff by ESUC members.

The following shall be the restorative justice procedures and processes of East Shore Unitarian Church (ESUC) in dealing with disruptive behavior as referenced in Bylaw Article V, Section E (5):

1. When identifying, evaluating, and responding to disruptive behavior, staff, lay leaders, restorative justice groups, and members will consider these points in a reasonable manner:
 - a. SAFETY – What is the actual or perceived threat to the safety of any adult or child?
 - b. DANGEROUSNESS – How much of a threat or perceived threat to persons or property is occurring or has occurred?
 - c. CAUSES -- Why is the disruption occurring? Might there be a conflict between an individual and others in the church? Might it be due to personal issues or cultural misunderstandings?
 - d. FUNCTION – How is this behavior causing an impairment to church activities?
 - e. DISRUPTIVENESS - How much interference is occurring or has occurred to church functions?
 - f. HISTORY – What is the extent, if any, of disruption caused in the past? Is there a pattern of disruptive behavior?

- g. INSTITUTIONAL INTEGRITY – How likely is it that this behavior will result in serious damage to the reputation of the church, congregation, and staff?
- h. OFFENSIVENESS - How likely is it that prospective or existing members or staff will be driven away or take legal action?
- i. PROBABILITY OF CHANGE – How likely is it that the problem behavior will diminish in the future?

2. If an immediate response is required, this will be undertaken by a member of the Staff Leadership Team (SLT). If an SLT leader is not available, then a lay leader, such as a Board Member, Committee or Ministry Team Chair or other responsible member, will take action.

This action may include asking the person or persons exhibiting disruptive behavior to leave the area or suspending the meeting or activity until such time that it may be resumed without disruption. If further assistance is required, the Police Department may be called. Anytime any of these actions is undertaken without the SLT, a member of the SLT, must be notified; a follow-up letter detailing the disruption and the action taken should be distributed to the SLT, the Board President, and the appropriate restorative justice group.

3. Situations not requiring immediate response will be referred to the Board as per Bylaw Article V Section E (5), which will ask the people involved to engage in a restorative justice framework. The restorative justice group will respond in terms of their own judgment observing the following:

- a. Use agreed upon Church Covenant as acceptable behavior.
- b. Treat all people involved in a disruptive incident with respect, avoiding stereotypes and maintaining confidentiality.
- c. Use a restorative justice model or similar framework to evaluate and facilitate resolution of concerns.
- d. Meet with people involved in the disruptive incident in order to collect necessary information, determine the LEVEL of RESPONSE, and decide to whom the case should be referred.
 - i. LEVEL ONE. Identify ways that the issue can be addressed and damage to relationship can be repaired for the good of the community as a whole. Referrals might be made to the Minister, the Lay Pastoral Care Team, the Right Relations Facilitation Team, or similar resources.
 - ii. LEVEL TWO regarding NON-MEMBERS. Exclude the individual from specified church activities for a limited period of time. Provide them with reasons for exclusion and conditions of return.
 - iii. LEVEL TWO regarding MEMBERS. Refer the issue to the Board requesting revocation of membership so that the person can be excluded from specified church activities for a limited period of time. Provide the Board with reasons

for exclusion and recommend conditions for return. Copy the individual prior to any Board hearing.

- iv. LEVEL THREE regarding NON-MEMBERS: Exclude the individual from the premises and all church activities permanently. Provide the person with reasons for exclusion, the parameters of the exclusion, and consequences for violation, and any recourse.
- v. LEVEL THREE regarding MEMBERS: Refer the issue to the Board, recommending revocation of membership, so that the person may be excluded from church premises and all church activities permanently. If the Board decides to accept the recommendation, the individual shall be informed of the exclusion, consequences of violation, their rights, and any possible recourse. See Bylaw Article V Section E (5).
- vi. LEVEL TWO and LEVEL THREE action may be appealed by a non-member to the Board by making a request in writing explaining why reinstatement is appropriate.

(June 19, 2018)

6. Review of Policies & Governance Cycle

1. The Board shall consider a review of church policies and of the governance cycle, including operating, governing, systematic interactions, all policies, procedures, and practices.
2. A schedule of review of the church policies, and a means to accomplish that review in limited time, needs to be considered by the Board each year. Given the large number of church policies, the yearly review should be greatly influenced by the dynamics of the current church.
3. For the consideration of the governance cycle, policies must be reviewed and then discussed. Dialogue may include consideration of:
 1. Are the policies in alignment with the Church's mission, vision, and Ends?
 2. In the perception of the church members, are the policies generally achieving a desired result?
 3. Are the policies intended to be long-term?
 4. Is the SLT able to use the policies? Are they usefully guided by the limitations, ends, and relationships expressed in policy?

5. Is a policy serving its intended purpose effectively and efficiently? What is missing from the policy, and why? Does policy need to be drawn to become more or less finely controlling, invented, or deleted?

6. Does policy enhance or enable communication between the Board, the standing committees, the SLT, and the congregation?

(April, 2014)

7. Amending Board Policy

1. Policy revisions may be initiated by the Board of Trustees (BOT), Staff, Committees (Board Standing, Nominating, Search, Task Forces), Core Teams, Ministry Teams and members, by completing a Board Policy Recommendation Proposal (see instructions below) and submitting it to the BOT. The proposal document will address questions about background information related to the proposed policy (such as history, relationship to other policies, or etc.), evidence for the need for the new or changed policy, proposed language for the policy and a suggested placement within the current policies. If a group is submitting the Board Policy Recommendation Proposal, its members must have approved the recommendation using the process described in its charter.

2. The BOT will review the recommendation and determine next steps, which may include delegation to the Policy and Governance (P & G) Committee.

3. The BOT and the P & G Committee will consult regarding priorities for the Committee's work and issues related to the policy that the BOT wants to have addressed. The P & G Committee will create a work plan and progress chart based on this consultation to aid the Board liaison with their monthly report.

4. The P & G Committee will do any additional needed research and get input from relevant staff, committees, teams or members before drafting the recommendations.

5. The P & G Committee will send the recommended policy to the BOT, which may return the policy to the Committee for further work or determine if/when it will vote.

6. The BOT or their designee will give the congregation notice of policy revisions with comment options, via appropriate church communications ten days before the meeting in which they plan to vote on it. The BOT may in emergency situations or crucial time-sensitive situations vote on a policy with less time or without pre-communication to the congregation.

7. Within a month of Board approval, policies will be communicated to the congregation and included on the East Shore website and in the Administrative Handbook, by the Board secretary or their designee, working with appropriate staff.

Instructions for Developing Board Policy Recommendation Proposal

Policies are developed by the Board of Trustees to help them govern within federal/state laws, and within the ESUC by-laws, which are approved by the congregation. The policies provide guidance and limitations to the paid and non-paid (volunteer) staff members who carry out the ministry of the church. Policies are not to be confused with procedures which the staff or lay leaders develop to maintain efficient day to day operations within board policies.

Policy revisions may be initiated by the Board of Trustees (BOT), Staff, Committees (Board Standing, Nominating, Search, Task Forces), Core Teams, Ministry Teams and members. Only the Board may approve a new policy or a revision to an existing policy.

If you wish to propose a policy, please prepare a document that addresses the elements outlined below (A-H) and submit it to any member of the Board directly or through an appropriate member of the Staff Leadership Team (Minister, Executive Director, Director of Lifelong Learning). The proposal will then be reviewed by the Board and any relevant committees to determine its potential for approval. The Board and Committees meet once a month, so the expected time frame for response or action may be several months.

A. Is your proposal for a new policy or a revision of a current policy? (Policies can be found on the church website esuc.org, About Us, Governance.) If for a new policy, please write a succinct draft of it and suggest a placement within the sections of the current policies. If for a revision, please list the current policy and the proposed language change(s).

B. What evidence is there that ESUC needs the new or revised policy? Please be specific and use data as much as possible. Provide additional context or sources used, as needed to clarify your proposal.

C. Does the proposed policy comply with state/federal laws and ESUC by-laws?

D. Are you submitting this proposal as an individual or as a member of a Board Committee, Core, or Ministry Team, or other group within the church? If as a member of any group, please confirm that the group has approved this proposal according to its charter by attaching a copy of the minutes where it was approved.

E. Your name and contact information:

F. Group's name (if any):

G. Submitted to:

H. Date:

(Approved November 19, 2019)

Record of changes

February 20, 2007, by unanimous vote of the Board

Section 2.4, lines 30, 31, and 33 and 36

changed references to policies to procedures, practices and rules, and referenced the related Personnel Manual

Section 3.2, lines 17 and 18

converted references to policy to references to practices, procedures, and rules

April/May 2007

Senior Administrative Team to Senior Staff

New section 3.8, communication

Modified section 4.1, more about Senior Staff

[PROPOSED] section 4.5, review and dialog, rather than sterile monitoring

Additions of new graphics show partnerships and dialog, and governance.

November 16, 2010

Replaced Section 3.5 with Section 3.6

Replaced Section 3.8 with Section 3.9

March 20, 2012

Replaced Section 2.11 (a) – (i)

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February, 2014

Changed references to Senior Staff to Staff Leadership Team

April 15, 2014

Replace Section 4.4 – 4.5

Added Section 5.0

May, 2016 (approved June 5 at annual meeting)

Revised (list all the revised sections)

Deleted addendum on the Sanctuary Improvement Project

All changes were administrative maintenance to bring all policies up to date to reflect current practice.

May, 2017

Addition Charters Required Policy 3.10.

December 19, 2017

Policy 2.3 revised to add new part 2.3.2

January 23, 2018

Policy 2.16 Revised to add paragraph 2.16.2 regarding Sponsorship of Outside Groups

July 26, 2018

New Section 5. Member Responsibilities Toward Each Other and Staff added with new Disruptive Behavior Policy. Old Section 5 Review of Policies and Governance Cycle changed to become Section 6.

March 19, 2019

New Right Relations Policies 5.1-5.4 added to Section 5. Policy on Disruptive Behavior changed from 5.1 to 5.5.

October 28, 2019

Introduction to Policies added to precede Policy 1 Goals

November 19, 2019

Amending the Policies added as a new Section 7

January 21, 2020

Safety Policy 2.21 added

Revision to 4.5 SLT-Board Relationship second paragraph

Appendix H: UUA PWR Leadership Experience Session 2 Reading

Session 2: How to Run a Congregation

By Rev. Dr. James Kubal-Komoto

Another characteristic of vital congregations is having a clear, shared decision-making structure or a clear, shared governance structure.

“Governance” is a fancy term that just means, “Who gets to decide what, why, when, where, and how.” When a congregation has a clear, shared understanding of “who gets to decide what,” it can make decisions more quickly and with less conflict.

In the Unitarian Universalist tradition, congregations practice congregational polity (polity is a fancy word for governance). That means the ultimate authority and responsibility for making and implementing decisions lies with the congregation itself when it meets together as a body at a congregational meeting. Other forms of religious governance give authority to bishops or elected bodies, or to the congregation’s minister.

Although the congregation may make all the decisions most congregations of more than a few dozen people wisely delegate 90% of the authority and responsibility for making decisions to a board. Sometimes the congregation delegates authority and responsibility for certain areas of congregational life to a religious professional, usually a called minister. The board and religious professional then often further delegate authority and responsibility for decision making to committees, teams, task forces, and other staff.

What authority and responsibility for decision making should the congregation keep to itself? Should it be only decisions regarding bylaws, the election of board officers, and the calling or dismissal of a called minister? Should it include other major decisions about congregational life, such as the adoption of a mission statement, a vision statement, a strategic plan, or a covenant of right relations or the decision to have a capital campaign or sell or purchase real estate? Should it become involved in more minute decision making details? For example, should the congregation approve the congregation’s annual budget or mid-year changes to the budget? The answer to these questions can be found in the congregation’s Bylaws.

And what authority and responsibility for making and implementing decisions should the board keep to itself, and what should be delegated to committees, teams, task forces, and staff? Sometimes these matters are included in bylaws, in other cases, they are matters of board or staff policy.

How specifically the congregation delegates authority depends on the size of the congregation. Smaller congregations make do with bylaws and an informal understanding of “how we do things around here.” This informality becomes a burden as if the congregation grows and eventually, a body of policies will grow as boards and staffs make decisions and set precedents. The largest congregations have comprehensive policy documents that cover most eventualities, and almost all authority has been delegated away from the Board which concerns itself with the trajectory of the whole institution.

There is no specific “right answer” to the question of good governance. As long as there is clarity about who makes what kinds of decisions, and that clarity is working for all concerned, governance is “good.”

Governance versus Management/Ministry

In order to help congregations and other organizations decide how much authority and responsibility to keep at which level, several organizational consultants say it's helpful to differentiate between what might be called governance tasks and what might be called management tasks. (Popular Unitarian Universalist governance consultant Dan Hotchkiss uses the word "ministry" rather than "management" to talk about this distinction in his book *Governance and Ministry*.)

In the simplest of terms, the difference between governance and management or governance and ministry might be understood as the difference between ends and means. Governance is about deciding what the mission, vision, strategy, and values of the congregation should be. Management is about deciding what means should be used to fulfill the mission, vision, strategy, and values.

Governance Tasks

Governance consultant John Carver in his book *Reinventing Your Board* talks about three specific governance tasks: (1) staying connected to members and other stakeholders, (2) determining the organization's overall purpose and goals while making sure no harm occurs while pursuing the goals, and (3) monitoring and evaluating progress toward the organization's overall goals.

Let's say a congregation as a whole has delegated all authority and responsibility except for electing its board to a board. How might a board spend its time while engaging in these three governance tasks?

In efforts to stay connected to members and other stakeholders, board members might...

- Fully participate in the life of the congregation
- Have regular one-on-one conversations with other members
- Have regular conversations with small and large groups within the congregation
- Have regular conversations with people in the wider community.

In efforts to determine the congregation's overall purpose and goals while making sure no harm occurs while pursuing those goals, board members might...

- Pay attention to trends in our wider society
- Pay attention to what's happening in the community in which its located
- Lead the congregation in wrestling with "open questions" (to be discussed later)
- Lead the congregation in processes to create a mission, vision, covenant, strategic plan, and annual goals
- Creating policies that prevent harm

In efforts to monitor and evaluate progress toward goals, board members might...

- Receive, read, and discuss reports from other lay leaders and staff
- Have regular "How's it going?" conversations with senior staff
- Engage in regular evaluations of staff and programs

What Kind of Board Do You Have?

All boards should spend a significant amount of time in governance tasks. However, because there is always a lot of work to do to manage the congregation's affairs and programs, and because there is rarely enough money to hire staff to do all this, most boards also spend a significant amount of time on management or ministry tasks. They spend time not only on deciding what the mission, vision, strategy, and values of the congregation should be, but they spend time planning and implementing programs to fulfill the mission, vision, strategy and values, and to keep the congregation safe and healthy.

There are many kinds of boards among Unitarian Universalist congregations. Which of the following descriptions comes closest to describing the board in your congregation?

A Working Board

The board itself makes major decisions about programs and plans and implements those programs, perhaps with the help of volunteers.

This board is typical (or should be) of only very small congregations.

A Working Board of Committee Chairs

This board is made up of committee chairs. The board makes major decisions about programs. Committees plan and implement those programs.

This board is typical of small congregations.

A Working Board with Liaisons to Committees

Instead of being made up of committee chairs, the board has liaisons to each committee. The board still makes major decisions about programs. Committees still plan and implement programs.

This board is typical of some small and medium-sized congregations.

A Hybrid Board: A Working Board (Any of the Above Variations) that Shares Responsibility with Staff

Board members make major decisions about programs for some areas of congregational life, such as finances, stewardship, personnel, and facilities, and committees plan and implement those programs. Staff make major decisions about programs and plan and implement those programs for other areas of congregational life, usually related to areas of ministry such as "welcoming, worshipping, learning, caring, and serving."

This is typical of some medium-sized congregations.

A Governing Board

Board members work mainly on governance tasks. The authority and responsibility for most other tasks is delegated to a senior minister or an executive team. However since almost no congregations can afford to employ enough staff to carry out all management and program tasks, the board often takes on some of those tasks itself. (managing the fund drive, for instance, or arranging for activities to honor a departing minister.)

This is typical of some medium-sized and most large congregations.

Governance Problems

Lack of Clarity and Shared Understanding

As indicated above, I think the biggest governance challenge many congregations face is having a lack of clarity and shared understanding around “who gets to decide what, why, when, where, and how.”

One of the most worthwhile activities congregational leaders can undertake is regularly working on a RACI chart for their congregation. A RACI chart lists many types of decisions and tasks within a congregation and then indicates “Who is responsible for making this decision or carrying out this task?” “Who is accountable for making this decision or carrying out this tasks?” “Who should be consulted before this decision is made or this task is carried out?” and “Who needs to be informed about a decision after it is made or about a task after it is carried out?”

See the additional material below for a video about creating a RACI chart.

Rogue Players

In some congregations, there are groups, programs, activities, or even staff that aren’t accountable to anyone within the congregation’s structure. They may have existed for years or decades and appear to be relatively self-sufficient. However, in my experience, everything that happens within a congregation should fit into a congregation’s organizational structure, and it should be clear to whom everything is accountable.

Lack of Balance between Governance and Management/Ministry

Most boards spend too little time on governance tasks and too much time on management or ministry tasks or often are unsure when they are doing what.

At the very least, boards should have an annual retreat every year focused on governance tasks. Better boards will have quarterly meetings strictly devoted to governance tasks. The best boards will spend time on governance tasks at each of their meetings.

Poor Delegating

Good boards delegate to committees, task forces, and other groups. Good supervisors delegate to other staff. But there are several different kinds of delegations and it’s important to be clear what is being delegated. See the “Eight Stages of Delegation” in the additional materials for more information.

Being Too Strict About Differentiating Governance and Management/Ministry

In efforts not to micromanage committees or staff, in some congregations there is too strict a line between governance and management/ministry. However, sometimes it’s not easy to distinguish between means and ends.

A governing board may have delegated a tremendous amount of authority and responsibility to a senior minister. However, a wise senior minister will often consult with the board about major decisions and certainly inform the board of major decisions that may cause upset in the life of the congregation.

Additional Resources:

Video: “Three Parts of Effective Governance” by Dan Hotchkiss
<https://www.uua.org/leadership/blog/3-parts-effective-governance>

RACI CHARTS This one is really useful!!!

[Quick Reminder and a Form you can use](#)

Website: RACI Chart explanation

https://en.wikipedia.org/wiki/Responsibility_assignment_matrix

Video: "Using RACI"

<https://youtu.be/WxdcjWvE7eg>

Handout: ["Eight Stages of Delegation" by Susan Beaumont \(adapted\)](#)

Questions for Reflection and Discussion

1. What questions do you have about any of the material presented?
2. What reflections do you have about any of the material presented?
3. How prevalent are "allergies to power and authority" within your congregation? How does it affect your congregation? How could you address these?
4. Make a RACI chart for your congregation. Pick a subject....say, a "regular" Sunday morning worship service or the cleaning of the Kitchen. Who is responsible? Accountable? Who is consulted or informed? Discuss it with another lay leader or staff member. Where is there agreement? Where is there a lack of clarity?
5. Do you have any "rogue players" in your congregation?
6. How much time does your board spend on governance tasks? How much does it spend on management/ministry tasks? What could you do to shift this balance if you wanted to do so?
7. What board model best describes your board? What works well about your model? What doesn't work well?

Appendix I: UUA PWR Leadership Experience Session 3 Reading

Session 3: Communication and Conflict Management

By Rev. Tandi Rogers

When I was the staff responsible for youth conferences, we had a team and process set up for when a community agreement (often called covenant) was broken or an unmanaged, unhealthy conflict arose. Everyone involved in the covenant breach would be supported by adults and youth peers who would listen and help them find solutions to help restore community covenant. Now some of you might think I'd be disappointed that a rule was broken and adhere to a punitive orientation. Quite the opposite. I'd get excited and hopeful and often declare, "faith formation is about to happen!"

Here's the thing -- covenants, and I would even say religious community, is aspirational. We stretch to live into them. We are human and we will fall short at times. How we restore community can inform our faith identity, deepen our moral development and enrich our spiritual development. I'm not saying it's easy. I'm saying it's worth it.

I wish congregations had these same processes and teams as the youth conferences. Some do in the form of Healthy Congregations Teams or Right Relationship Teams. If you are interested contact [me](#), as I coordinate the region's [Healthy Congregations Team](#).

I get a call from a stressed out congregational leader. Something big has happened. First I help them breathe. I ask how about self care, they are managing their own anxiety. One of the very best things you can offer the people you lead is a differentiated, non-anxious presence.

Then I ask "what do your policies and protocols guide you to do/respond." How is your covenant calling you to respond? Often these processes and guidelines will have the answer as to what to do next, but in the leader's stress, they've forgotten. This is another reason to not do this religious leadership thing alone. Our teammates will see things and remember we don't. We need each other. We are better together.

Lean into conflict with openness and curiosity. Faith formation is about to happen!

Additional Resources:

Managing Anxiety:

Article: [Remaining Non-Anxious in Anxious Times](#) by Susan Beaumont

Video: [Edwin Friedman Theory of Differentiation](#) (6:44 minutes)

Good Communication:

Handout: [Practical Tools for Dealing with Conflict and Communication in a Congregation](#)

Video: [Intent versus Impact](#) (2:19 minutes)

Article: [“How to Complain at Church”](#)

Article: [Difficult Conversations: 9 Communication Mistakes](#)

Article: [Good Boundaries: Balancing Transparency & Confidentiality](#)

Transforming Conflict:

Video: [Disagreement, Dissent and Creative Conflict](#) (2:39 minutes)

Article: [Speed Leas’ Levels of Conflict](#)

Article: [Changing the Ending of our Conflict Stories](#) (If you want to read more by this author, we highly recommend David Brubaker’s book Promise & Peril.

Website: [Congregational Example of Systemically Supporting Healthy Conflict](#)

Handout: [“Processes of Resolving Guilt, Apologizing, and Forgiveness”](#)

Handout: [“A Difficult Conversation Checklist”](#)

Chalice Lighting for Zoom Session

By Amy Russell

Reader One: You who feel your heart is breaking, come in.

Reader Two: You who are confused and wondering. Come in.

Reader Three: You who are angry, in pain, or not wanting to be here. Come in.

Reader Four: You who are hopeful and energized. Come in.

Leader: Come into this community of your heart where you have been held in love and in comfort; where you have shared your joy and your spirit; where you have asked questions because you felt they needed asking; where you have found friendship and companions; where you have sometimes not agreed—and sometimes not felt comforted, and sometimes not felt heard.

Reader one: Bring your broken heart and your grief. Share them.

Reader two: Bring your confusion and your questions. Share them.

Reader three: Bring your anger and your pain. Share them.

Reader four: Bring your hope and your energy. Share them.

Leader: For here in this place, we can be together. We can gather in all the conflicting emotions tumbling around in our heads and our hearts. We bring them together here, and lay them on the altar of community. For community means that fragile, not-perfect human beings can come together in the name of peace and seek to find peace again.

Reader one: Peace!

Reader two: Hope!

Reader three: Healing!

Reader four: May it be so.

Questions for Reflection and Discussion for Zoom Calls

1. What questions do you have about any of the material presented?
2. What reflections do you have about any of the material presented?
3. Going back to the region's Healthy Congregations Team vision: "Spiritually mature, culturally competent, non-anxious people living conflict as a faith formation opportunity and normal part of religious community and the human journey."

What could that look like in your own congregation?

What would you need to learn to live into that vision?

Who/ what organizations could you partner with to help you live into your vision?

What would you need to learn in order to be responsible, accountable partners?

What do you need to let go of in order to become that vision?

What are possible next steps?

What hymns could you sing while you build and become this vision?