

**POLICIES OF THE BOARD OF TRUSTEES UNITARIAN UNIVERSALISTS
SAN LUIS OBISPO**

A Living Document, Subject to Regular Review and Updates
December 12, 2018
Originally Adopted May 10, 2005

INDEX

Article I: Purpose of UUSLO

Section 1.01 UUSLO Mission

Section 1.02 Annual Goals

Section 1.03 Board Covenant

Article 2: Leadership Responsibility and Limits

Section 2.01 Executive Limitations

II.01.01 Global Executive Constraint

II.01.02 Treatment of Members, Friends, and Visitors

II.01.03 Treatment of Staff

II.01.04 Financial Planning and Budgeting

II.01.05 Financial Condition and Activities

II.01.06 Endowment Fund Executive Limitations

II.01.07 Emergency Minister Succession

II.01.08 Asset Protection

II.01.09 Compensation and Benefits

II.01.10 Communications and Support to the Board

II.01.11 Ends Focus of Grants or Contract

II.01.12 Minister's Discretionary Fund

II.01.13 Operations Reserve Fund Policy

Article 3: Governance Process

Section 3.01 Global Governance Commitment

Section 3.02 Governing Style

Section 3.03 Board Job Description

Section 3.04 Agenda Planning

Section 3.05 Chairperson's Role

Section 3.06 Board Members' Code of Conduct

III.06.01 Conflict of Interest Policy

III.06.02 Board Interaction With Minister, Staff and Public

III.06.03 Board Confidentiality

III.06.04 Board Member Interaction Guidelines

III.06.05 Board Internal Communications

III.06.06 Board External Communications

Section 3.06 Board Committee Principles

Section 3.07 Treasurer's Role

Section 3.08 Policy Toward Gifts and Bequests to UUSLO

Section 3.09 Policy for the Use of the Fellowship Name

Section 3.10 Selection and Qualifications of Delegates for District and General Assemblies

Section 3.11 Non-Covenantal Behavior

Section 3.12 Fellowship Policy on Small Targeted Gifts

Section 3.13 Personnel Committee

Article IV. Board Linkage to Minister and Executive Team

Section 4.01 Global Board-Minister Linkage

IV.01.01 Unity of Control

IV.01.02 Accountability of the Minister

IV.01.03 Delegation to the Minister

IV.01.04 Monitoring Minister Performance

IV.01.05 Policy Method Frequency

APPENDIX: PRIOR ENDS AND GOALS

UUSLO BOARD POLICIES

Article I: Purpose of UUSLO

Section 1.01 UUSLO Mission

The Unitarian Universalists San Luis Obispo are a diverse religious community providing a nurturing environment where individuals are encouraged in their search for truth and supported in acting on their beliefs. We welcome all who would share in our open, challenging journey.

Section 1.02 Annual Goal

2017-18 UUSLO Board Goals

- 1) Support sabbatical process
- 2) Study and recommend financial security plan for the Fellowship in today's economy-including endowment, stewardship, capital campaign for Master Plan, operations goals and budget
- 3) Continue with Outreach and Branding jointly with committee experts
- 4) Personnel committee-establish structure, duties, appoint members

- 5) Study and consider revisions to governance structure including financial and personnel tasks
- 6) Lighten the load on Minister-move toward hiring Congregational Life Coordinator

Section 1.03 Board Covenant

Building on our shared Congregational Covenant and recognizing our unique role as Board of Trustees, we covenant to:

- Lead boldly and with purpose
- Ground our work in our Living Tradition and be inspired by our individual faith
- Bring our best skills and talents and share them openly
- Focus on vision while building on the past
- Balance the importance of process with task completion
- Maintain humor and enjoyment throughout.

Article 2: Leadership Responsibility and Limits

Section 2.01 Executive Limitations

II.01.01 Global Executive Constraint

The Minister shall not cause or allow any decision, action, condition or organizational circumstance that is illegal, imprudent, or in violation of commonly accepted business and professional ethics.

II.01.02 Treatment of Members, Friends, and Visitors

With respect to interactions with members, friends and visitors of the congregation the Minister shall not allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate care and support, confidentiality and privacy.

II.01.03 Treatment of Staff

With respect to the treatment of paid and volunteer staff, the Minister may not cause or allow conditions that are dismissive, unfair, unsafe, unprofessional or undignified.

Accordingly, he or she shall not:

1. Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member.
3. Fail to apply the standards of the Congregation's mission, values, and ends to interactions with staff.

II.01.04 Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities or risk fiscal jeopardy.

Accordingly, the Minister shall not allow budgeting that:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.

II.01.05 Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the Minister shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends Policies.

Accordingly, the Minister shall not:

1. Indebt the congregation nor enter into a contract that could indebt the congregation in an amount greater than 5% of the then current year's budget in any single transaction, nor greater than 10% of the then current year's budget in the aggregate.
2. Use any long-term reserve without approval of the Board of Trustees.
3. Conduct inter-fund shifting in amounts that deviate materially from the Board's ends priorities.
4. Fail to settle payroll and debts in a timely manner.
5. Allow tax payments or other government-ordered payments or fillings to be overdue or inaccurately filed.
6. Acquire, encumber, or dispose of real property.
7. Fail to appropriately pursue unpaid pledges after a reasonable amount of time.
8. Fail to aggressively pursue unpaid non-pledge receivables after a reasonable amount of time.
9. Authorize a line of credit without the approval of the Board of Trustees.
10. Fail to inform the Board before any decision is made to use unexpected and undesignated income over the amount of \$7,500.

II.01.06 Endowment Fund Executive Limitations

In no case may the Minister cause to be spent Endowment funds in violation of the directives and restrictions set forth in the By-Laws or in Board policy, or in any manner not approved by the Endowment Committee.

II.01.07 Emergency Minister Succession

In order to protect the congregation and Board from sudden loss of the executive duties of the Minister, the Minister must not fail to designate at least one other executive familiar with Board and executive issues and processes. The Minister shall not fail to keep a manual outlining executive duties, issues, and processes for the Emergency Minister Successor.

II.01.08 Asset Protection

The Minister shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, he or she may not:

1. Fail to establish and implement appropriate plans and procedures for risk management safety and security.
2. Fail to report annually to the Board the status of risk management safety and security.
3. Fail to ensure against theft and casualty loss to at least 80% of replacement valued and against liability losses to Board members, staff, and the organization.
4. Subject facilities, premises, and equipment to improper wear and tear or insufficient maintenance.
5. Unnecessarily expose the organization, its Board, or staff to claims of liability.
6. Make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; (2) of over 1% of the annual budget without having obtained comparative prices and quality; (3) of over 3% without a stringent method of assuring the balance of long-term quality and cost.
7. Fail to protect intellectual property, information, and files from loss or significant damage.
8. Receive, process, or disperse funds under controls that are insufficient to meet the Board-appointed, auditor's standards.
9. Invest or hold operating capital in insecure instruments, including uninsured checking account and bonds of less the AA rating, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
10. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
11. Allow un-bonded personnel access to material amounts of funds.
12. Fail to cause a financial review by an outside expert or by another group satisfactory to the Board of the financial condition and the adequacy of our financial practices and processes, according to the schedule in the bylaws. The Minister will ensure that the results of the financial review are reported to the membership.

II.01.09 Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Minister shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, he or she may not:

1. Change his or her compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that
 - (a) Incur unfunded liabilities.
 - (b) Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - (c) Allow any employee to lose benefits already accrued from any foregoing plan.

II.01.10 Communications and Support to the Board

The Minister shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, she or he shall not:

1. Neglect to submit monitoring information required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the Minister's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Minister Linkage, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the Minister.
4. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed board choices.
5. Fail to provide a mechanism for official Board, officer or committee communications.
6. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.

II.01.11 Ends Focus of Grants or Contract

The Minister may not enter into any grant or contract arrangements on behalf of the congregation that fails to emphasize primarily the achievement of Ends and, secondarily, the avoidance of unacceptable means.

Accordingly, the Minister shall not:

1. Allow grant funds to be used in imprudent, unlawful, or unethical ways.
2. Fail to assess and consider a grant applicant's or contractor's capability to produce targeted and efficient results.

II.01.12 Minister's Discretionary Fund

This fund exists to provide resources for the minister to use at his/her discretion as a part of the congregation's ministry to its membership and to the community in accordance with the mission and vision of the congregation.

1. Funds are used to address emergencies or provide assistance to people in financial need.
2. The Treasurer will have administrative oversight to ensure that distributions are in accordance with the policy while respecting the confidentiality of individuals who receive assistance.
3. The funds may not be used to benefit the minister or his/her family.
4. Funds are not meant to supplement any line item in the congregation's operating budget.
5. Income to the MDF will be gathered through offerings and personal donations to the fund.
6. Distributions are by check, with a request form completed and given to the administrator.
7. Distribution of funds will be limited to the balance in the account.
8. The Minister has complete discretion over the use of the funds, with the restrictions noted above.

II.01.13 Operations Reserve Fund Policy (approved 1/19/2022)

1. The Operations Reserve provides funds to continue the operation of UUSLO under extreme circumstances where the financial well-being of UUSLO is threatened. Such threats would include the inability to pay employees, make tax payments, or make mortgage payments.
2. Approval by a majority of the Board and the Minister is required to make expenditures from the Operations Reserve.
3. Any resolution to make expenditures from the Operations Reserve shall be accompanied by either:
 - a. A plan to replenish the Reserve including sources of funds and a schedule to make the fund whole, or

b. A resolution to permanently decrease the amount of the Reserve.

4. The amount of the Reserve shall be reviewed annually during the budgeting process. If the amount of the Reserve is to be increased, a source of funds for the increase shall be identified and approved by the congregation as part of the budget approval. An example of this review might be that the amount of the Operations Reserve for FY 2x-2y is set at 1/6 of the budgeted expenses of the church.

5. The funds of the Operations Reserve shall be held separately from other financial resources of UUSLO in such a manner that they cannot be accessed from UUSLO checking or savings accounts.

6. The funds of the Operations Reserve may be held in interest-bearing securities satisfactory to the FST (or to the Board).

Article 3: Governance Process

Section 3.01 Global Governance Commitment

The Board of Trustees (the “Board”) of the Unitarian Universalists San Luis Obispo (the “Congregation”) will act on behalf of the Congregation’s membership to promote the accomplishment of the Fellowship’s mission and prevent unacceptable activities and conditions with the Fellowship.

Section 3.02 Governing Style

The Board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of Board and chief executive roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactivity rather than reactivity.

Accordingly,

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.

2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term

effects outside the organization, not on the administrative or programmatic means of attaining those effects.

3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policymaking principles, respect of roles, and ensuring continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.

4. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Minister Linkage categories.

Section 3.03 Board Job Description

The job of the Board is to represent the Unitarian Universalists San Luis Obispo in determining and demanding appropriate organization performance.

Accordingly,

1. The Board is the link between the congregation administration (Minister and staff) and the membership.
2. The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision.
 - a. Ends: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - b. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 - d. Board-Minister Linkage: How power is delegated and its proper use monitored; the Minister role, authority, and accountability.
3. The Board will assure Minister performance against policies in 2(a) and 2(b).

Section 3.04 Agenda Planning

The chairperson (President) shall not fail to develop and distribute a draft Board agenda to the Board for comments and suggestions at least one Sunday before scheduled Board meetings. The President shall not fail to post a notice of the upcoming board meeting in News and Notes prior to the meeting.

Section 3.05 Chairperson's Role

As per the by-laws, the president serves as the chairperson of the Board. The chairperson assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly,

1. The job result of the chairperson is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide, not the Minister.
 - b. Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
2. The authority of the chairperson consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Minister Linkage, except where the Board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The chairperson is empowered to chair Board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
 - b. The chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the Minister.
 - c. The chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - d. The chairperson may delegate this authority but remains accountable for its use.

Section 3.06 Board Members' Code of Conduct

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

III.06.01 Conflict of Interest Policy

(Adopted August 2013)

Members of the Board of Trustees must represent conflict-free loyalty to the interests of the membership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board Member acting as a consumer of the congregation's services.

Members of the Board of Trustees must avoid conflict of interest with respect to their fiduciary responsibility.

1. There must be no self-dealing or any conduct of private business or personal services between any Board Member and the congregation administration, including the Minister or paid staff,

except procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.

2. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent her or himself without comment from not only the vote but also the deliberation by leaving the meeting.

3. Board Members must not use their positions to obtain congregation employment for them, family members, or close associates. Should a Member desire employment, she or he must first resign from the Board of Trustees.

4. Members will annually review this policy and disclose any involvements with other organizations, with vendors, or any other association which might produce a conflict of interest, or the appearance of a conflict of interest.

III.06.02 Board Interaction With Minister, Staff and Public

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

1. Members' interaction with the Minister or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.

2. Members' interactions, with public, press, or other entities, must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.

3. Members will give no consequence or voice to individual judgments of Minister or staff performance.

III.06.03 Board Confidentiality

Members will respect the confidentiality appropriate to issues of a sensitive nature.

III.06.04 Board Member Interaction Guidelines

(Adopted in July of 2013)

It shall be the policy of this Fellowship to require its Board to conduct the business of the Fellowship in accordance with the following guidelines:

1. Members shall attend regularly scheduled meetings of the Board of Trustees, arrive in a timely manner and remain for the duration of the meeting whenever possible

2. Members shall prepare thoroughly for meetings by reading all pertinent material and reports in advance of the meeting time and prepare in advance to participate in a meaningful way at meetings

3. Members shall support clear lines of communications, respecting the format of Policy Governance. Members shall not give specific instruction directly to staff unless instructed to do so by the Board as a body

4. Members shall consider the views of the entire congregation, and adequately consider any issues before the Board in this light, allowing time for adequate input and discussion by all members, and, if necessary, from interested members of the congregation before taking action or approving measures of high impact upon the congregation. Items of major importance will be deferred until the next meeting prior to a final vote, unless there are compelling reasons to do otherwise.
5. Members during meetings shall treat each other with respect, assume good faith on the part of others, maintain order by not speaking until recognized and addressing the issues at hand.
6. Members agree to collectively speak with one voice regarding decisions and actions taken by the Board. It is recognized that all Members may not agree with the final decision of the Board majority. Members may express their disagreement with a majority decision to members of the congregation, but should also explain the reasoning of the Board for taking a specific decision
7. Members will make every effort to maintain transparency with other Members and with the congregation

III.06.05 Board Internal Communications

Communications from Board leadership to Board members and among Board members will be clear and expedient. Care will be taken to ensure that Board members are not excluded or disadvantaged by internal communications policies.

Accordingly,

1. Email/Mail communications

- a. The Board will maintain an email list to facilitate easy distribution of information via email.
- b. Copies of non-confidential e-mails shall be forwarded to a designated staff member for placement in the box of any Board member not utilizing e-mail. For confidential matters the Board member shall be contacted by phone.
- c. E-mail voting shall only be used in emergencies. The original e-mail shall be initiated by the president, stating the question and describing how non-responses will be counted. Final results of e-mail polling shall be reported to all Board members immediately upon completion.
- d. No topic shall be addressed by e-mail that has not already been addressed in a face-to-face meeting of the Board.

III.06.06 Board External Communications

Communications from board leadership to members and friends of the Fellowship will be clear and expedient.

Accordingly,

1. The most recently approved Board minutes shall be promptly posted on the Board bulletin board.
2. Previously approved Board minutes shall be maintained in a binder, readily available to members and friends, by the corporate secretary.

Section 3.06 Board Committee Principles

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Minister.

Accordingly,

1. Board committees are to help the Board do its job. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.
2. Board committees may not speak or act for the Board except when formally given such authority by Board action or controlling documents of the congregation for specific and time limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Minister.
3. Board committees cannot exercise authority over staff. Because the Minister works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same topic.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the Minister.

Section 3.07 Treasurer's Role

The Treasurer assists the Board in fulfilling its fiduciary responsibilities.

Accordingly,

1. The Treasurer will take the lead on development of Ends and Executive Limitations policies that pertain to financial matters for consideration by the Board. The Treasurer will:

- a. Help the Board express its financial values and perspectives in Ends and Limitations policies
 - b. Ensure that financial policies are written clearly and as simply as possible
 - c. Work with Minister, Staff and Board to develop monitoring strategies that make clear whether or not financial Ends and Limitations policies are being met.
2. The Treasurer will be available as a consultant to the Minister, Staff and Endowment Committee when consultation in the following areas is requested:
- a. Development of long-term financial plan
 - b. Development of investment strategies for invested funds
 - c. Development of cash management principles
 - d. Other areas of financial management
3. The Treasurer will involve other people, either Board members or not, to help accomplish these responsibilities as the Treasurer and Board feel is appropriate and necessary.
4. The Treasurer will have administrative oversight of the Minister's Discretionary Fund to ensure that distributions are in accordance with the policies of that fund.
5. The Treasurer's duties include:
- a. Attending the monthly Financial Stewardship Team meetings.
 - b. Signing checks weekly.
 - c. Preparing a monthly report for the Board of Trustees.
 - d. A quarterly report to the Congregation.

Section 3.08 Policy Toward Gifts and Bequests to UUSLO

(Approved September 2013)

This Policy is intended to cover any gifts, bequests, and funds contributed for special purposes other than normal operating fund contributions. It is intended to supersede and replace the Policy on the Return of Charitable Contributions adopted February 9, 2010.

1. Special Purpose Fund Raising

From time to time the Fellowship may solicit funds from members, friends and other parties for special purpose use. Such uses may include funds for capital expenditures, acquisition of both real and personal property, improvements to existing property, or other special funds uses as may be determined by the Board.

It shall be the Policy of UUSLO to use such funds only for the purposes for which they were solicited. These funds will be considered irrevocably donated to UUSLO and will not be returned to the Contributor, except under the following circumstances:

a. It is determined that the project or purpose for which funds were contributed will not be completed. In that situation, the Contributor will be offered the option to take a refund of funds, with the tax implications of such a return the full responsibility of the Contributor, OR the option to allow the contribution to be utilized in a different project, OR the option to transfer the use of the funds to the General Operating Funds of the Fellowship, OR to make a permanent and non-refundable contribution to the Endowment Funds of the Fellowship.

b. A Contributor who feels they have suffered a significant and unforeseen financial hardship may make a written appeal to the Board of Trustees, or such group as the Board of Trustees may designate to review such appeal, for a determination of the merit of the request. The final decision on the appeal shall be made by a 2/3 majority of the members of the Board of Trustees, taking into consideration whether the funds in question have already been spent for the purpose originally contributed, and the financial impact upon the Fellowship.

2. Bequests and Special Gifts

The Treasurer or the Administrator shall inform the Board of Trustees at the next regularly scheduled meeting of the Board of Trustees of any bequests or gifts which have been received or identified since the last regularly scheduled meeting of the Board of Trustees. The identity of the Donor may be withheld from the Board if the Donor has requested privacy.

It shall be the Policy of UUSLO that the Fellowship reserves the right to refuse to accept any gift designated for a specific purpose if it is felt that the purpose of the gift is not consistent with the mission, goals or priorities of UUSLO.

It shall be the policy of UUSLO to honor the wishes of Donors who have designated that their bequest or gift be used for a specific purpose by insuring that such funds are accounted for separately and spent only for the purposes for which they were donated.

Section 3.09 Policy For the use of the Fellowship Name

(Approved January 2014)

1. UUSLO, as an institution, will not endorse individual political candidates, nor take any action to jeopardize the 501(c)(3) status of the Fellowship.
2. Congregation members and Fellowship staff may speak for themselves on issues, but must receive permission from the Board of Trustees to

speaking for the Fellowship. To request Board permission, a written request should be prepared and submitted for the next scheduled meeting of the BOT. The Board should review all requests. Factors that will be considered include: Whether it is consistent with stated positions of the UUA, the Seven Principles and previous positions of the Fellowship.

3. If the Board is unclear on the appropriateness of a particular use of the Fellowship name, the Board shall schedule a Special Congregational Meeting. If an issue is submitted to the congregation for approval, a positive vote of at least 67% of members present and voting is required for approval.

4. When time is of the essence, the minister, president of the Board of Trustees or their designees are authorized to speak on behalf of the Fellowship.

Section 3.10 Selection and Qualifications of Delegates for District and General Assemblies

(Approved December 2013)

1. Delegates must be voting members of the UUSLO as defined by the by-laws.

2. Delegates may be selected from among both youth and adult voting members.

3. Selection Committee: Each year, the board of trustees will form a task force to select delegates to the upcoming District and General Assemblies. The task force will be made up of the District representative, if there is one, or a member of the congregation plus the minister and one board member. This task force will solicit potential DA/GA delegates and make recommendations to the board at its March meeting.

4. The board will make the final selection of delegates.

Section 3.11 Non-Covenantal Behavior

(Approved October 2016)

The Unitarian Universalists San Luis Obispo strive to be an inclusive community, affirming our differences in beliefs, opinions, communication styles, and life experiences. However, concern for the safety and well-being of the congregation as a whole must be given priority over the individual. To the degree the disruptive behavior compromises the health of this congregation, our actions as people of faith must reflect this emphasis on security.

Receptivity to a wide variety of individuals is one of the prime values held by our congregation and expressed in our denomination's purposes and principles. We affirm the belief that our congregation must maintain a secure atmosphere where such acceptance can flourish.

Our covenant was built to provide standards of behavior that encourage people to be their best selves, especially when attending fellowship events including services. Our covenant states:

“Holding this community dear, and inspired by our common principles, we covenant to: Respect and trust each other; accept our differences and shortcomings; practice patience, compassion and empathy; listen deeply; speak truthfully; be honest and authentic; support the congregation with our presence, participation, and financial gifts; celebrate our life together.”

Our covenant governs behavior of all who convene here. Should our voluntary covenant be insufficient in the face of threats to a person’s physical and/or emotional well-being, or the ability to safely express beliefs or opinions, the source of this threat shall be addressed firmly and promptly.

Examples of non-covenantal behavior necessitating congregational consideration and response include the following:

- Perceived threats to the safety of any adult or child;
- The disruption of church activities;
- Words or actions that significantly diminish the appeal of the congregation to its potential and existing membership.

The following shall be the policy of The Unitarian Universalists San Luis Obispo dealing with these issues:

1. If an immediate response is required, this will be undertaken by the Minister, if available, and/or the leader of the group involved. This may include asking the offending person or persons to leave, OR suspending the meeting or activity until such time that it may be safely resumed. If further assistance is required, the Police Department may be called. Anytime any of these actions are undertaken without the Minister, the Minister must be notified as soon as feasible. In addition, the person(s) who initiated the response should submit a written description to the Minister and board president detailing the incident and action taken as a result of it.
2. Situations not requiring immediate response will be referred to an ad hoc committee appointed by the Board. The committee will consist of 3 people including one board of trustees member and one member not on the board. The committee will observe the following in their response:
 - a. The committee will respond to problems as they arise. There will be no attempt to define “acceptable” behavior in advance.
 - b. Persons identified as out-of-covenant will be dealt with as individuals. Stereotypes will be avoided.
 - c. The committee will collect all necessary information.
3. To aid in evaluating the problem, the committee will evaluate three components:

- a. DANGER — Extent of threat or perceived threat to persons or property
 - b. DISRUPTIVENESS — Extent of effect on activities
 - c. OFFENSIVENESS — Likelihood that prospective or existing members will be driven away
4. To determine the necessary response, these points will be considered:
- a. CAUSES — Why is the disruption occurring? Is it a conflict between the individual and others in the church? Is it due to a professionally diagnosed condition?
 - b. HISTORY — What is the frequency and degree of disruption caused in
 - i. the past?
 - c. PROBABILITY OF CHANGE — How likely is it that the problem behavior will diminish in the future?
5. The committee will decide on the necessary response on a case-by-case basis. However, the following levels of action/response are considered.
- LEVEL ONE — The committee shall inform the Minister of the problem and either the Minister and/or a member of the committee shall meet with the out-of-covenant person to communicate the concern.
- LEVEL TWO — The out-of-covenant individual is excluded from church and/or specific activities for a limited period of time, with reasons and conditions of return written and made clear. Before this is carried out, the committee will consult with the Board and the Minister. If it is agreed that an imposed hiatus take place, the committee, BOT, and minister will send a letter to the individual, outlining the hiatus, the individual's rights, and any possible recourse.
- LEVEL THREE — The out-of-covenant individual is excluded from church premises and all church activities indefinitely until all conditions specified for return are met as specified by the ad hoc committee.

6. Actions at all levels may be appealed to the Board of Trustees.

Section 3.12 Fellowship Policy on Small Targeted Gifts

(Approved November 2016)

This policy covers unsolicited donations of items or money for a specific deficiency that isn't covered by the annual budget. It is the policy of the UUSLO to discourage the practice of targeted giving or targeted donations. We believe targeted giving may distort the budget process and circumvent the established financial process of the fellowship. The annual financial process engages the entire congregation to determine a priori the resource needs of the fellowship and

budgets for these priorities in the annual operating budget.

However, we understand that unforeseen needs and opportunities arise throughout the year. These are typically small in scale relative to the overall Fellowship budget, and they are not anticipated in the church budget. Members of the congregation often welcome the opportunity to champion specific needs that arise.

Therefore the board establishes the following policy regarding Small Targeted Gifts:

1. The targeted gift benefits an existing group within the Fellowship (such as the Garden Gang or the Choir).
2. In addition, the gift should be for a specific purpose or item, and the total value of the item should be less than \$1000.
3. Moreover, the donation should be publicized to the congregation, and the item and use should be consistent with the mission, goals or priorities of UUSLO.
4. Money or items donated in this fashion become the property of the Fellowship and are not subject to return or refunds.
5. All Small Targeted Gifts should be reported immediately to the administrator and at the end of the year to the Board as part of each circle group's year-end report.
6. The congregation and budgeting team will assess targeted gifts received each year to determine whether a group's ongoing needs are adequately addressed within the annual budget.

Section 3.13 Personnel Committee

(Approved Jan. 17, 2018)

1. The Personnel Committee shall consist of at least three members appointed by the Board of Trustees. Members may serve two consecutive three-year terms.
2. The committee is charged with ensuring the fair treatment of all paid staff, providing support, assistance, and advice to the minister/head of staff in carrying out employment-related duties, and carrying out the Board's responsibilities as an employer.
3. The committee will:
 - Develop and maintain job descriptions for each employee.

- Develop and maintain an employee personnel manual that details the policies and procedures for hiring, firing, supervising, and evaluating non-ministerial staff.
- Develop and implement a process for evaluating each employee that includes input from the minister and key stakeholders in the congregation. (i.e. for the DRE this might be delegated to the RE committee with input from Worship Arts, and maybe one RE parent and one RE teacher).
- Ensure that annual evaluations are performed for all staff as part of the budgeting process, and the results reported to the Minister.
- Make salary recommendation to the Minister.
- Be a point-of-contact for the staff around issues that arise between them and the Minister or Board.
- Manage the process of finding new employees. This will include assuring that updated job descriptions are available, help determining appropriate salaries, assistance at seeking candidates, and a willingness to participate in job interviews.
- Monitor conformity with national and state equity laws and fair employment practices.
- Prepare an annual report for the Board.

Article IV. Board Linkage to Minister and Executive Team

Section 4.01 Global Board-Minister Linkage

The Board will link governance and management functions through the Board meetings. Between meetings, linkage shall be maintained through dialogue between the Minister and the Board President, or their designees.

IV.01.01 Unity of Control

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

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Minister except in rare 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 Minister can refuse such requests that require, in the Minister's opinion, a material amount of staff time or funds, or are disruptive.

IV.01.02 Accountability of the Minister

The Minister is the Board's primary link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Minister.

Accordingly:

1. The Board will not give instructions to persons who report directly or indirectly to the Minister.
2. The Board will view Minister performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-prohibited means will be viewed as successful Minister performance.

IV.01.03 Delegation to the Minister

The Board will delegate authority to the Minister through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Minister to use any reasonable interpretation of these policies.

Accordingly,

1. The Board will develop policies instructing the Minister to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The Board will develop policies that limit the latitude the Minister may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the Minister uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Minister is authorized to establish any further policies, make any decisions, take any actions, establish any practices, and develop any activities.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Minister domains. By doing so, the Board changes the latitude of choice given to the Minister. But as long as any particular delegation to the Minister is in place, the Board will respect and support the Minister's choices.

IV.01.04 Monitoring Minister Performance

Systematic and rigorous monitoring of Minister job performance will be solely against the expected Minister job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established on Executive Limitations.

Accordingly,

1. Monitoring is simply to determine the degree to which Board policies are being met. No other data will be considered monitoring data.
2. The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Minister discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable Minister interpretation of the Board policy being monitored.
4. All policies that instruct the Minister will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

Board will gather and process evaluation data in the following ways: a) analyze monthly Minister reports, b) focus on one aspect of the Ends Statement at each Conversation with the Board, c) analyze annual reports from the committees, and d) analyze feedback from the canvass meetings.

IV.01.05 Policy Monitoring Frequency

1. Financial condition and activities/Internal/Quarterly
2. Treatment of congregants/Internal/Annually
3. Treatment of staff/Internal/Annually
4. Financial planning and budgeting/Internal and External/Annually
5. Emergency Minister succession/Internal/Annually
6. Communication and support/Direct Inspection/Annually
7. Compensation and benefits/Internal and External/Annually or Biannually

Appendix

Prior Goals and Ends

2016-2017 Goals

Board Goals:

- Implement next steps in 2025 Plan.
- Develop an organizational growth plan.
- Encourage a culture of volunteerism, mentorship and leadership.

- Work with Ministry to develop a congregational “brand” -- how do we want to communicate who we are to the community.

Support the following ministry Goals:

- Continue to support RE, including short-term space needs.
- Prepare for Rod’s sabbatical.
- Establish a personnel committee and identify responsibilities.
- Work to improve internal communication within the congregation.

2015-16 Goals

Implement next steps in the 2025 plan.

Support and participate in project addressing Economic Inequality.

Support and monitor ministry goals for updating communication tools and technology

Support RE transition and growth.

2014-15 Goals

“Launching Our Mission”

- 1) Conduct a congregation-wide strategic planning process.
- 2) Plan and implement a collaborative process to articulate the vision and mission of our Endowment.
- 3) Plan and implement a collaborative process to articulate the vision and mission of our Nominating Committee and leadership-development process.
- 4) Support and monitor the following ministerial goals:
 - a. Explore and support the Mission.
 - b. Empower the Ministry Council to support shared ministry.
 - c. Implement small-group ministry.
 - d. Identify and promote a focused core congregation-wide issue.
 - e. Continue to expand and energize religious education for all ages.

2013-2014 Goals

Renewing Vision and Mission

2012-2013 Goals

Building Community/Building Infrastructure.

2011-2012 Goals

We develop and nurture connection, compassion and service within individuals, among our congregants and beyond our UUSLO community.

Our ministries support effective governance through collaboration on policies, monitoring and communication.

2011-2012 Governance Commitment

We develop and nurture compassion in leadership.

We strengthen governance and empower our ministries through effective policies, monitoring and communication.

We support the success of the Ministerial Search, the Edna Development Plan and the Cambria Congregation.

2010 - 2011 Goals

We commit ourselves to work with the Interim minister, volunteers, and staff, to support the ongoing ministries, Sunday services, and programs of the congregation. In addition to this vital work, and in order to take advantage of the opportunities of our interim time, the Board has set the following goals for this year:

Renew our vision

Celebrate our strengths

Move forward together.

2009-2010 Goals

The Board of Trustees of the UU Fellowship of San Luis Obispo affirms these goals:

We will nurture and empower our congregation across the lifespan: all ages, all philosophies/theologies, all seekers, all regions.

We will celebrate, promote and support our commitment to social justice by nurturing local community connections, honoring the diversity of our members' involvement, and strengthening the links to UUs in our district and national organizations.

We will establish a planning process to address long-term regional needs so that Unitarian Universalism can grow and thrive.

We will build organizational capacity to support:

- a) A fair and effective nominating and leadership development process
- b) Long-term financial planning
- c) A process for review and amendment as needed of our by-laws and policy governance documents
- d) Excellence in communications
- e) A carefully-considered decision for the Fellowship's long-term home

2008 - 2009 Goals

“Deepen Our Roots, Stretch Our Wings”

Shared Vision: Develop and implement a congregation-wide process to articulate a coherent vision for our fellowship.

Leadership and Involvement: Re-construct congregational systems and perceptions to embody Shared Leadership.

Culture of Sharing: Deepen our religious experience through generous giving and receiving of our

2007-2008 Ends (Goals)

The Unitarian Universalists San Luis Obispo of SLO County is a thriving congregation of many communities including, but not limited to, children and youth, elderly, the 'sandwich' generation (25 -60), and individuals committed to particular areas of interest such as social justice, art, music and so on. With all our members in mind, we propose the following goals:

Provide Quality Worship and Celebration; Program and Activities; Campus Facility and Support; and Financial Resources to meet the needs of the congregation.

Strengthen our caring ties to support our members
Continue a smooth transition to Edna
Ensure access to information
Ensure vibrant children's, youth and young adult programs and outreach.

2006 – 2007 Ends

Provide Quality Worship and Celebration; Program and Activities; Campus, Facility and Support adequate to meet the needs of the congregation, as set forth in the vision statement approved by the congregation in 2004.

Plan and execute a smooth transition from the Foothill Property to the Edna Property across all aspects of congregational life.

Integrate Green Sanctuary elements into our congregational life and facilities.

Maintain membership growth.