

Cascade Unitarian Universalist Fellowship

BOARD POLICY MANUAL

**Approved by the
Cascade Unitarian Universalist Fellowship Board of Trustees
December 13, 2016**

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POLICY MANUAL INTRODUCTION

Overview

The Board of Trustees [Board] of Cascade Unitarian Universalist Fellowship serves the congregation and acts on behalf of the membership to achieve the goals of the mission and vision statement with the appropriate use of resources. The Board partners with the Ministry to lead the congregation and hold the Fellowship accountable for the mission and vision. The Board will govern using concepts of policy-based governance.

Introduction to our Governance

Definition: Governance is a collective, democratic process that produces lasting policies designed to direct many individual decisions. Fellowship governance refers to the system adopted by a congregation for making decisions about articulating and implementing mission and vision, ensuring that the Fellowship serves its mission, evaluating Fellowship programs, and ensuring responsible stewardship of resources. It is best accomplished through democratic or representative bodies, including congregational meetings, the Board of Trustees, committees, teams, and task forces. The Board of Trustees is responsible for leading the governance of the Fellowship.

Philosophy: The congregation consists of Fellowship members, who are the highest governing authority in the Fellowship. Members are defined by their eligibility to vote, which is set forth in the Fellowship's articles of incorporation and bylaws. The congregation elects a Board of Trustees to serve as its governing body and calls a Minister to serve as its spiritual and administrative leader working in conjunction with the Board of Trustees. The Board serves the mission of the Fellowship and, in communication with the congregation, sets policies, establishes a mission, creates a vision, develops a strategic plan, and ensures the Fellowship's financial prudence.

GOVERNANCE STRUCTURE

The Board and Minister have a Covenantal Relationship

The relationship between the Board and the Minister will be covenantal, based in mutual trust support and kindness. They will work collaboratively, discerning their respective roles and shared values, and engage each other in deep dialogue with open minds and hearts.

Ministry: Ministry is the practical work of the Fellowship. The Board represents and leads the congregation in the discernment of Fellowship priorities, the stewardship of Fellowship resources, and the assessment of the Fellowship's success in achieving these goals. Working with the congregation and the Ministry Team, the Board leads by:

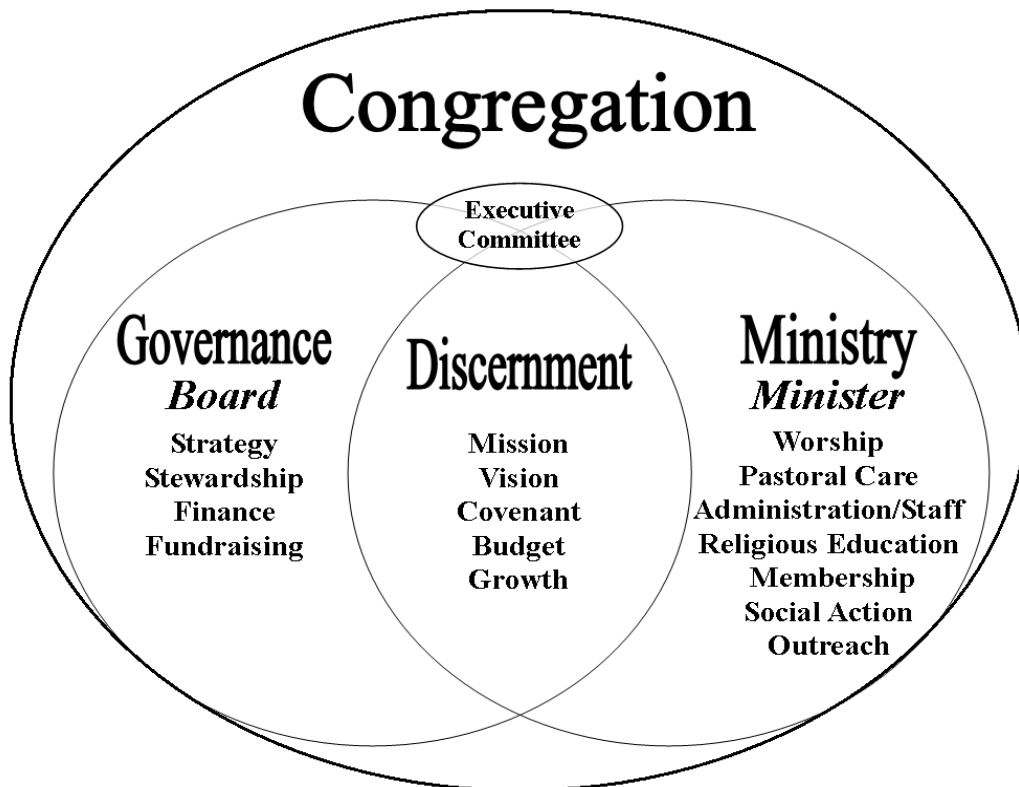
- Engaging in continuous strategic planning practices to discern, develop, and communicate strategic direction and defining initiatives that will enable the congregation to live its mission and achieve its vision.
- Creating and communicating the Fellowship's annual vision of ministry.

- Developing practices to continuously monitor the Fellowship’s success in living its mission and achieving the goals established in the annual vision of ministry.
- Monitoring the Fellowship’s financial condition and intervening as necessary to assure the Fellowship’s financial affairs are prudently managed and that its assets are protected.
- Directing and inspiring the Fellowship through the careful establishment of broad, written policies reflecting the congregation’s values, mission, and vision.

Governance: The Board of Trustees’ focus will be on the long-term mission and well-being of the congregation. It will respect the distinction between Board governance and ministry in its decision making.

The Board governs by:

- Discerning and articulating the congregation’s mission and vision of ministry and respecting the lessons of the past.
- Setting goals and making strategic choices, including the development of an annual agenda.
- Executing financial oversight to meet its fiduciary responsibility to the congregation.
- Creating written policies to guide the Board’s and the congregation’s ministry.
- Monitoring and evaluating the congregation’s and Board’s leadership.
- Promoting transparency, collaboration, and inclusiveness in all areas of Fellowship leadership.
- Delegating responsibility and authority.



Areas of responsibility and decision making within the Fellowship. Boundary intersections and overlaps illustrate shared interests and concerns.

Board-Ministry Relationship in Policy-based Governance

Ministry is best accomplished through an empowered congregation who share a sense of calling to various forms of service. The Minister as the called spiritual leader is responsible for directing the Fellowship's ministries in accordance with Board policies and the Fellowship's vision and mission. Ministry is carried out by the people implementing the mission of the Fellowship. The Board's official connection to the congregation's ministry is through the Minister.

- The Board of Trustees sets policy, and the congregation's ministry is guided by these policies.
- The Minister is responsible for allocating resources, hiring and supervising staff, recruiting volunteers, and providing leadership to serve the mission of the Fellowship.
- Only decisions of the entire Board, not individual board members, are binding on the ministry; individual board members have no authority over the ministry.
- The Board will communicate with the congregational ministry through reviewed and approved written policies.

Board-Congregation Relationship

Governance at Cascade Unitarian Universalist Fellowship is a covenantal, representative democracy, held together by a unified mission. The Board will strive to maintain strong and trusting linkages with the current congregation while respecting our heritage and looking toward our future.

The Board and its members have a duty to listen to and be in conversation with the congregation. Members and friends will be encouraged to share ideas and to engage in constructive dialogue with Board members. This may include bringing complaints and grievances to the attention of Board members.

The Board encourages this relationship by:

- Holding open Board meetings.
- Maintaining the Board Policy Manual.
- Providing minutes of meetings and draft agendas.
- Posting information periodically.
- Receiving inquiries, concerns, criticisms, and other feedback at the Executive Committee.
- Facilitating listening and feedback sessions.
- Conducting governance education sessions.
- Sponsoring leadership training sessions.

Complaints, Concerns, and Grievances: Complaints and concerns should be taken directly to the person or committee that can solve the problem. Board members may assist in identifying the person to whom the concern should be directed. *Triangulation is a manipulation tactic where one person will not communicate with another person, instead using a third person to relay communication thus forming a triangle. Triangulation is an unhealthy approach to problem solving.*

Executive Committee: The Executive Committee serves as a link/interface between the congregation, minister and Board. Members include the President, Vice President, Secretary, Treasurer and Minister.

The Executive Committee:

- Serves as a link between governance and ministry
- Assists the President in planning Board and congregational meeting agendas.
- Welcomes other Board members and congregants to attend Executive Committee meetings.
- Discerns or responds to requests from Board members, committees, or congregants.
- Meets to act on non-policy decisions that need immediate resolution and for the timely transaction of business.
- Recommends delegates to regional and national meetings and attendees for the educational or leadership opportunities, including the Russell Lockwood Leadership School.

BOARD OF TRUSTEES

Members of the Board of Trustees aspire to understand and enact the vision and mission of the Congregation.

Board Member Pledge to the Congregation

Trustees will:

- Be active members of the Fellowship.
- Engage with members of the Fellowship.
- Attend Board and congregational meetings and come fully prepared.
- Respectfully communicate with one another in and between meetings.
- Be accountable to our bylaws, policies, and covenants.
- Maintain a broad and non-individual vision of the congregation.
- Be direct, honest, and accountable to the congregation.
- Support the decisions of the Board – “Speak with One Voice”.
- Recognize that an individual Board Member has no authority over the Fellowship or its staff.
- Respect the confidentiality appropriate to issues of a sensitive nature.
- Address conflicts directly with the persons concerned, seeking assistance from others as necessary.

Officers

President: The job of the President is to assure the integrity of the Board’s process. The President or their designated representative is the only person authorized to speak for the Board.

The President ensures that the Board’s behavior is consistent with the Fellowship’s governing documents, these policies, and those requirements legitimately imposed upon it from outside the organization.

The President has the authority to make decisions on behalf of the Board that fall within or are consistent with Board policies on governance process and the relationship between the Board and the Ministry Team. The President's authority does not extend to supervising or otherwise directing the Ministry Team.

The President:

- Sets the agenda for Board meetings with the Executive Committee.
- Presides at Congregational meetings of the Fellowship.
- Ensures that Board meetings deal with governance issues.
- Facilitates deliberation that is timely, fair, orderly, and thorough, but also efficient, limited to time, and to the point.
- Follows Roberts' Rules except where the Board has suspended them.

Vice President: The job of the Vice President is to serve on the Board of Trustees and to prepare to serve as the President. In the absence of the President (whether temporary or permanent), the Vice President assumes all of the duties of the President. The Vice President shall serve on the Executive Committee and serve on other Board committees or task forces as required.

Secretary: The job of the Secretary is to assure the integrity of the Board's record. The Secretary is responsible for ensuring, recording, distributing and archiving of accurate minutes of Board and congregational meetings.

The Secretary:

- Checks for actual Fellowship membership before congregational meetings.
- Maintains the master copy of the bylaws, policies and other Board documents and makes them available to the Fellowship.
- Notifies the Fellowship of congregational meetings.

Treasurer: The job of the Treasurer is to ensure that the financial operations of the Fellowship are in line with best practices and the Fellowship's mission. The Treasurer monitors, analyzes and interprets financial information and records.

The Treasurer:

- Serves on the Financial Committee and acts as liaison to the Board providing timely financial reports.
- Educates the Board members in reading and understanding financial statements and reports.
- Provides financial reports to the congregation at the annual meeting.
- Advises Board Members on emerging financial needs, concerns, and policy issues, including budget considerations and issues that may reflect on the integrity of financial processes.
- Receives reports of violations of financial procedures or audits.
- Participates in financial aspects of long-range planning.

The President, Vice President, or Secretary may be removed from office, but not from the Board, by a vote of two-thirds of the Board. Notice of this action must be provided prior to the effective date of the removal.

CODE OF CONDUCT FOR ALL ELECTED FELLOWSHIP LEADERS

All elected Fellowship leaders will commit to ethical, businesslike, and lawful conduct involving their use of authority, their interactions with people inside and outside the Fellowship, and their representation of the Fellowship and the congregation. Elected leaders include members of the Board, officers, members of the Governance and Nominating Committee, and members of special congregational committees.

Board Covenant

We, the members of the Board, enter into this covenant of mutual expectations for Board service. We will strive to use both mind and heart as we serve and work together to fulfill the highest ideals of our congregation and Unitarian Universalism.

As Board members, we will:

- Prepare for Board meetings. We will accept responsibility to seek and provide information necessary for the Board to make well-informed decisions.
- Commit to attend Board meetings. We show respect for our fellow Board members by bringing our whole selves, being engaged and focused, and honoring our commitments.
- Participate in Board meetings. We will listen carefully to others, giving special attention to ideas and perspectives different from our own. We will speak forthrightly and vote in the best interest of the Fellowship's mission.
- Share the work of the Board. As active members of the congregation and the Board, we will seek opportunities to serve and complete tasks as agreed. We will model generous giving of time, talent, and treasure.
- Honor one another with respect and courtesy. We will value the experiences and appreciate the skills that each person brings to sustain a positive atmosphere. We will extend grace to one another and trust that each is acting in the best interest of the Fellowship.
- Use discretion in communicating about Board discussions. Views and opinions expressed by Board members will be kept in confidence.
- Support our collective decisions. We will maintain the democratic process and accept its outcome.

The Board will review and update this covenant at least annually.

Conflicts of Interest

Trustees will carry out their duties with undivided loyalty to the congregation and its mission. A conflict of interest exists whenever a Trustee or a close relative of a Trustee has interests or duties that interfere with the Trustee's duty of loyalty to the Fellowship and its principles.

Conflicts of interest arise when a Trustee:

- Stands to gain or lose financially because of a Board action.
- Has a fiduciary duty or close personal or business relationship with any person or corporation that stands to gain or lose because of a Board action.
- Holds a substantial property interest or position in a corporation or business, or other organization that stands to gain or lose because of a Board action.
- Cannot set aside his or her personal preferences as an individual consumer of the Fellowship's services to vote on behalf of the whole congregation and its mission.
- Appears to create divided or conflicting loyalties.

If a Trustee recognizes a potential conflict of interest for themselves or another Trustee, it is the responsibility of the Trustee to openly discuss the potential conflict with the Board. The Board will decide if the conflict is of enough concern that the Trustee should not participate in the discussion and vote.

The Board minutes will reflect the potential conflict of interest and the actions taken to comply with the policy.

The Board will annually require its Trustees to sign and acknowledge the conflicts of interest policy and disclose any known conflicts of interest. (See Appendix) These acknowledgements will be kept by the Secretary and made available to any member of the congregation who requests to see them.

Discipline and Removal of Board Members

The Board acknowledges that circumstances may arise that make it appropriate for a Trustee to be removed from the Board. The following are examples of what may prevent the Board from functioning effectively and require removal of a Trustee: neglect of duty, obstructive behavior, chronic absence, illegal or unethical behavior, or undisclosed conflict of interest.

Members of the Board of Trustees are responsible for complying with the Bylaws, Board policies, the Board covenant, and for carrying out other tasks they have committed to in their roles as Trustees. They must also avoid any activity, decision or organizational circumstance that violates commonly accepted business and professional ethics.

Advocating for an unpopular position or viewpoint is not a valid reason for removing a Trustee from the Board. However, if a Trustee consistently disrupts meetings with behavior that contradicts the Board's Covenant or otherwise prevents the Board from performing its duties, removal may be appropriate.

A Trustee who has been absent from three (3) consecutive, regular meetings of the Board without just cause, as determined by the Board of Trustees, will automatically vacate their seat on the Board. The Board may waive this requirement for a Trustee by a two-thirds (2/3) vote.

A Trustee may request a leave of absence from the Board, not exceeding three months' duration, based on health, work-related or other reasons that have created an inability to participate fully

during the current term. A Trustee who is granted such a leave can maintain formal membership on the Board but will not be included for purposes of determining a quorum.

Illegal or unethical behavior will provide grounds for removing a Trustee from the Board. Board policy prohibits misconduct and dishonesty, which include:

- Theft or other misappropriation of assets, including Fellowship assets and assets of any organization or individual.
- Intentional misstatements, alteration of Fellowship records, or misrepresentation of Fellowship operations.
- Forgery or other alteration of documents related to Fellowship operations.
- Fraud or other similar unlawful acts.
- Violations of confidentiality.
- Any illegal activities reflecting adversely upon the Fellowship's reputation, with the exception of non-violent civil disobedience by Trustees who take positions of conscience that are consistent with Unitarian Universalist principles.

Replacement of Board Member

Any vacancy occurring on the Board of Trustees by reason of the death, resignation, or removal of trusteeship will be filled by appointment by the Board President. The President may consult with the Nominating Committee. Approval of the replacement by a majority of the Trustees attending the next Board meeting is required before service for the unexpired term of the vacant position begins. If the appointment is for more than one year the appointed member will be confirmed by a majority vote of the membership at the first congregational meeting following their appointment.

Voluntary resignation by a Board Member requires written correspondence, dated and addressed to the Board.

BOARD STRUCTURE

Board Meetings

All meetings of the Board of Trustees will be open to anyone who wishes to observe, except discussions of the following issues that will take place at closed meetings:

- Personnel matters.
- Any matter concerning specific individuals in the congregation.
- Negotiations, litigations, potential litigations, or claims.

A record will be kept of all the matters brought before the Board and votes taken. The record will be made available to the congregation. Records of closed meetings may be maintained in a confidential file.

Board Committees & Task Forces

The Board may establish working groups to help it carry out its responsibilities. At the Board's specification, these working groups may operate as standing committees or time-limited task forces. In general, committees and task forces report to the Board, while ministry teams report to the Minister. Working groups will not speak or act for the Board or exercise authority over staff. Trustees or officers serving on working groups participate as equal members. They will not serve as Chair.

- Committees and task forces may be formed by the Board as needed. The Board will create a written charge outlining specific objectives, restrictions, and time frame (*Template in Appendix A*).
- All standing committees must have a charter outlining the specific objectives of the committee approved by the Board (*Charters in Appendix B*).

The standing committees of the Board are:

- Finance Committee
- Fundraising Committee
- Governance Committee
- Nominating Committee
- Stewardship Committee

APPENDIX A –CHARTER TEMPLATE

Introduction

The Charter is a document that clarifies the working group’s relationship to the mission and purpose of the congregation. It is the big picture statement of what the group is to do.

Charters are worth the time they take to write. Groups function best when they know what is required of them; people like clear expectations for a job. Being part of a working group engages and empowers people to get work done. A charter with a clear charge keeps the group focused toward its goal. A charter enables the group to showcase their efforts to the parent/Board/ congregation and allows tracking of progress. For a working group to do a good job, we need to start with a fabulous charter.

The Charter:

- Delegates specific authority from the parent.
- Sets the goal and purpose for the working group.
- Defines roles and responsibilities.
- Defines expected communication and reporting.
- Defines structure and membership.
- Sets boundaries, timelines, expectations, and benchmarks.
- Provides guidelines for measurements and evaluation.

The parent decides how involved it will be in defining the specifics of a charter. Some groups may design portions of their own charters. All charters will be approved by the parent.

Working Group Definitions

Committee: Appointed by the Board to help it accomplish an ongoing responsibility. Committees gather information, draft policy, and carry out ongoing governance work delegated by the Board. They have regular meetings, majority votes, minutes, and communicate with the Board. A committee improves the Board’s performance.

Team: Gathered based on people’s passion to support a ministry of the Fellowship. Teams exist to produce practical results for the Fellowship and the community. Some meet regularly to perform tasks such as planning worship, pastoral care and education programming. Other teams meet as needed to perform functions such as maintenance, administrative, or logistical tasks. Teams are accountable to the Ministry/Minister.

Task Force: Created to accomplish a specific detailed and complex task. Task forces are comprised of individuals with the necessary skills to accomplish a goal that could not reasonably be accomplished by the creating entity. They tend to be short term. Reporting is determined by the charter.

How to Build the Charter

The headings listed below represent triggers and suggestions for the organizer (or parent) creating the charge. Alternatively, working groups can be given a purpose or goal and then build their own charter by selecting items from the list of objectives below. All charters must be approved by the parent. The key is for the parent and the working group to clearly know what, why, who, and when.

Name the working group.

Charge: This is the big picture statement.

- State the delegating authority (parent).
- Articulate the purpose – the reason the working group exists in furthering the vision and mission of the Fellowship.
- Set the primary goal.

Responsibilities:

- Build a covenant about how the group will work together.
- Develop a timeline for achieving tasks.
- State strategies for meeting objectives and overcoming roadblocks.
- Consider resources available such as UUA.org; other UU congregations.

Communication and Reporting: Consider these questions:

- Who should be updated with information?
- How the information should be conveyed?
- How often a report is needed?
- What type of report is wanted?
- What final report or document is expected?

Members: The charter may include:

- Talent and strengths needed to accomplish the working group goal or
- A list of the work group members.
- Staff support for the working group.
- State how the chair is chosen.
- State how long members and officers serve.
- State how members are recruited, appointed or elected, and what to do in case of a vacancy.

Meetings:

- Consider the frequency and length of the meetings. Include the meeting dates and times up to a year in advance.
- Establish member responsibilities between meetings.
- Agree how the members will communicate with each other.
- What is a quorum?
- How will meeting activities and decisions be documented?
- How will the working group report to the parent?

Measurement and Evaluation: The working group and the parent agree on what to measure and how to monitor progress.

- Consider any boundaries, timelines, expectations and benchmarks.
- Decide how often the assessment will occur and in what form.
- Use measurements and outcomes that highlight contributions of individual members and the group.

Funds:

- The parent specifies what funds are available.
- Budget request should be submitted to the treasurer by mid-February of each year.

APPENDIX B – STANDING COMMITTEE CHARTERS

Finance Committee Charter – Revised February 13, 2018

Purpose: The Finance Committee quantifies the dreams of the membership. Monthly meetings are used to draft fiscal policy and assist the Board in reconciling church goals to its financial performance.

Membership: The Finance Committee is composed of at least five (5) CUUF congregants with experience and interest in financial management. The chair will be chosen by the members of the committee at the first meeting of the fiscal year. Members will serve by invitation for no more than five (5) years. The Minister and Treasurer will serve as committee members, but will not chair the committee. In the event of a vacancy, the chair will submit candidates to the Finance Committee members for approval prior to extending an invitation to join.

Commitment: Members commit to participate for at least two years. A Member who has two consecutive unexcused absences will be deemed to have vacated their position. Committee members are expected to attend a majority of Finance Committee meetings each year and to consider participation in task forces and *ad hoc* groups. Committee members sign a conflict of interest and confidentiality agreement annually.

Meetings: Monthly meetings will be held from September through June. Regular meetings will last approximately 60 minutes. Additional meetings will be scheduled as required. A quorum of 60% is required to transact business.

Responsibilities:

- Advises the Board on the efficient and effective financial management of the Fellowship's resources. Budget design and maintenance, investments, gifts, and bequests are specific responsibilities.
- Reconciles the Board goals to the pledges and other revenue sources prior to the annual budgets presentation to the Board and Fellowship.
- Initiates, develops and reviews financial policies for presentation to the Board.

Reporting and Review: The committee chair summarizes the committee's activities in a monthly report to the Board of Trustees. The Finance Committee will submit a detailed report to the Fellowship at the Annual Congregational Meeting. The Board will review the Committee's activities annually.

Fundraising Committee Charter – Approved April 11, 2017

Purpose: The Fundraising Committee plans and carries out activities to support the budget from sources both within and beyond the Cascade Unitarian Universalist Fellowship’s membership and which further the mission and purpose of Cascade Unitarian Universalist Fellowship.

Membership: The Fundraising Committee is composed of three (3) to five (5) members with experience and interest in charitable fundraising events and activities. Volunteers will be recruited by committee members to assist with specific activities. The Committee will elect one member to service as chair for a two-year term.

Commitment: Members commit to serve for a minimum of two (2) years and to participate in fundraising events. Meetings will be held quarterly, or as needed, with a quorum of 50% present to conduct business.

Responsibilities:

- Plan, execute and evaluate fundraising events throughout the year that are in accordance with Board policies. Evaluation includes costs, human capital and income generated, and records of what worked and what needs to be improved.
- In February of each year, provide the Board with a proposed fundraising calendar and budget for the coming fiscal year. The proposal includes potential fundraising activities, dates, anticipated costs, and projected income.
- In April of each year, finalize a written plan and calendar for the coming fiscal year.
- Maintain and organize written and electronic copies of records, reports, forms and correspondence for future reference.

Reporting:

- In coordination with the Treasurer, provide the Board with a report on each fundraising activity, with costs and income generated, within 30 days of the event or activity.
- Submit a detailed report to the membership at the Annual Congregational Meeting.
- The Board will review the Committee fundraising activities annually.

Governance Committee Charter – Revised November 14, 2017

Purpose: The Governance Committee assists the Board by facilitating communication related to governance matters. The Committee evaluates Governance and Ministry as required by the Board Policy and any written agreements with the Minister.

Membership: The Governance Committee consists of 3 members elected by the congregation to serve three-year terms. A chair is chosen by the Committee members. A quorum is 50% of the committee membership. One person rotates off the committee each year to assure continuity.

Commitment: Members commit to participate for at least one three-year term and may serve up to two (2) terms. Members are expected to attend a majority of Governance Committee meetings each year. Members sign a conflict of interest and confidentiality agreement annually.

Responsibilities: The Governance Committee is ultimately responsible to the Congregation. The Committee must always be sensitive to the appropriate involvement of the Fellowship in any its decision making, actions, or communications. The Governance Committee:

- Commits to the study of governance issues.
- Conducts required evaluations of the Minister in accordance with the Unitarian Universalist Ministers Association.
- Provides annual governance orientation sessions for new and returning Board members.
- Facilitates an annual self-evaluation of the Board based on goals set at the fall strategic planning session.
- Evaluates the Congregation's ministries at least every five years.
- Advises the Board on questions of governance, polity and process.
- Reviews the Cascade Unitarian Universalist Fellowship Bylaws and Policies annually.
- Assists the Board with committee structure and charters.
- Works with the Fellowship's committees and teams to develop policy for Board approval.
- Performs governance related tasks assigned by the Board.

Reporting and Review: The Governance Committee:

- Reports to the Board of Trustees.
- Provides reports to the Board on their activities.
- Prepares and submits an annual plan with budget in February of each year.
- Submits a detailed report to the membership at the Annual Congregational Meeting.

The Board reviews and evaluates the Governance Committee's activities annually.

Nominating Committee Charter – Approved March 13, 2018

Purpose: The Nominating Committee seeks out, solicits, and vets qualified candidates to serve on the Board of Trustees, Governance Committee, Nominating Committee, and any other elected position within the Fellowship. The Nominating Committee will confer with the Board and/or the Minister from time to time as deemed necessary. The Nominating Committee will present a slate of candidates to the membership for a Congregational vote.

Membership: The Nominating Committee will consist of three members who will be elected by the membership for three-year terms. One new committee member will be elected each year by members of the Fellowship at the Annual Congregational Meeting. In the event of a mid-term vacancy on the Nominating Committee, the Board President, with the concurrence of the board members, and in consultation with the Nominating Committee, will appoint a member of the Fellowship to fill the vacancy for the remainder of the term. If the appointment is for more than a year, the appointed member will be confirmed by a majority vote of the membership at the first Congregational meeting following their appointment.

Commitment: Members of the Nominating Committee commit to participate for at least one three-year term and may be re-nominated and re-elected for additional terms.

Responsibilities:

- Communicates with the Board of Trustees, and the committees requiring new candidates, in an effort to maintain diversity in representation.
- Seeks out, solicits, and vets qualified candidates to serve.
- Presents candidates to the membership for a Congregational vote.
- Attends meetings as necessary.

Reporting and Review:

- Reports to the Board of Trustees.
- Provides reports to the Board on their activities.
- Prepares and submits a report for the Annual Congregational Meeting.

Stewardship Committee Charter – Approved January 10, 2017

Stewardship undergirds what a faith community does and calls us into deeper connection with each other. Stewardship connects our financial resources to our values, beliefs, and passions by promoting skills and strategies in charitable giving.

Purpose: The Stewardship Committee is delegated authority by the Board to plan and implement strong, sustainable stewardship programs grounded in the Fellowship’s mission and vision. The Stewardship Committee is responsible for leading financial stewardship including the design and implementation of the annual pledge campaign. The Stewardship Committee focuses on maintaining and developing resources from within the Fellowship.

Membership: The Stewardship Committee is composed of 3 to 4 members of the Cascade Unitarian Universalist Fellowship (CUUF) who have experience or interest in stewardship and philanthropy. The committee is appointed by the Board and elects a chair from its members. A quorum is 50% of the committee membership. The committee may recruit additional volunteers as needed to help with campaigns and projects.

Commitment: Members commit to participate for at least one two-year term and may serve up to three terms. Members are expected to attend a majority of Stewardship Committee meetings each year. Members sign a conflict of interest and confidentiality agreement annually.

Responsibilities: The Stewardship Committee:

- Commits to the study of stewardship issues.
- Educates the CUUF membership on the importance and meaning of stewardship.
- Plans and implements the annual CUUF stewardship campaign.
- Involves a diverse group of congregants in stewardship activities.
- Solicits stewardship commitments from members and friends.
- Develops a congregational culture of generosity through activities such as:
 - Conducting year-round stewardship programs that involve person-to-person conversations about the appropriate levels of annual contributions.
 - Offering financial stewardship education through small group dialogues leading to a greater understanding of the impact of individual giving.
 - Providing multiple opportunities for generosity to be expressed.
 - Recognizing, thanking, and celebrating contributions in a variety of ways.
 - Telling the story of how contributions are transforming our lives.
 - Reporting regularly to members how resources are being used within the Fellowship.
 - Communicating about values and giving in the context of the Fellowship’s ministry.

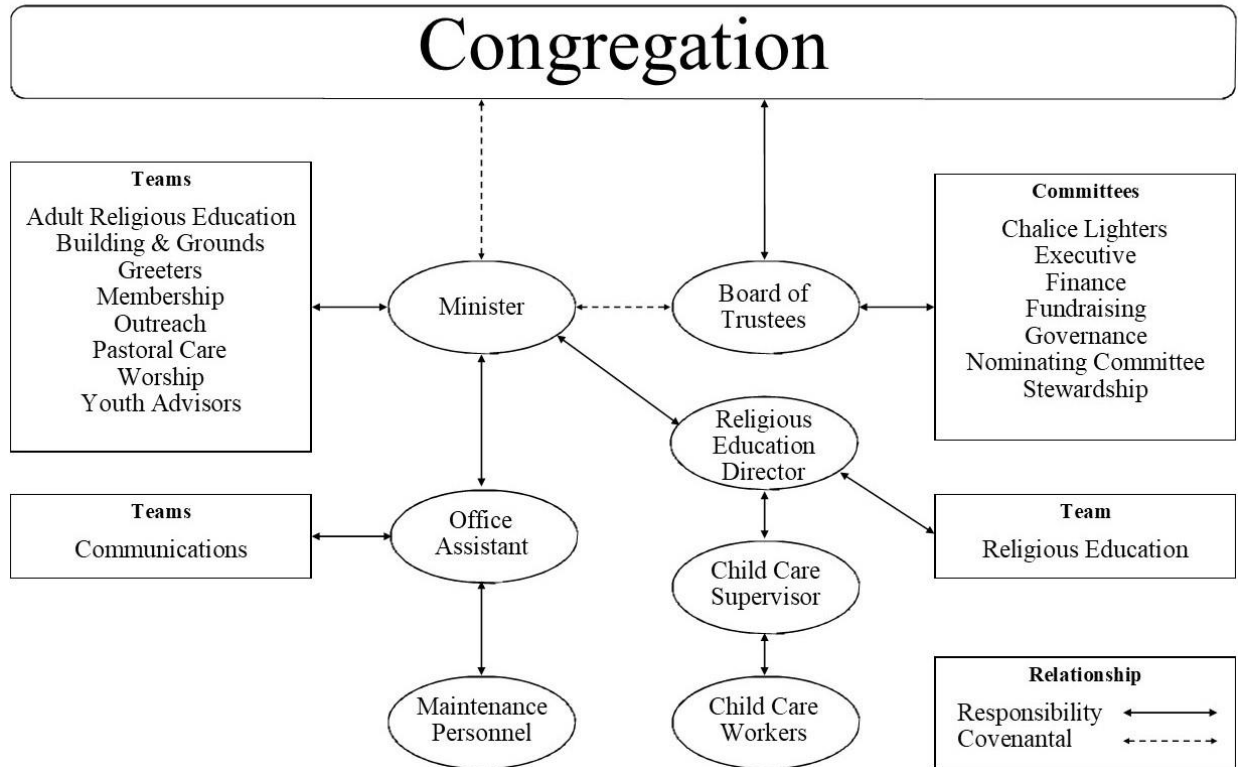
Reporting and Review: The Stewardship Committee:

- Reports to the Board of Trustees.
- Provides progress reports during the Stewardship Campaign and other reports when appropriate.
- Prepares and submits an annual plan with budget in February of each year.
- Submits a detailed report to the membership at the Annual Congregational Meeting.

The Governance Committee reviews and evaluates the Committee’s activities annually.

APPENDIX C – ORGANIZATIONAL CHART

**Cascade Unitarian Universalist Fellowship
Organizational Chart
July 11, 2017**



APPENDIX D – CONFIDENTIALITY STATEMENT

**CASCADE UNITARIAN UNIVERSALIST FELLOWSHIP
BOARD OF TRUSTEES
CONFIDENTIALITY STATEMENT**

As individuals and as a collective, the Board of Trustees has the utmost fiduciary responsibility to the members and friends of Cascade Unitarian Universalist Fellowship (CUUF). We hold ourselves and each other accountable to lead this congregation and abide by our Code of Conduct. We value and respect the confidentiality of those with whom we interact in our work as members of the CUUF Board. As Board members, we maintain confidentiality while not perpetuating secrecy.

As members of the Board of Trustees, we covenant to keep the best interests of the congregation at heart and to carry out the trust placed in us as guardians of the Mission and Principles and as stewards of the resources of our Fellowship. We will celebrate our diversity by working to create an environment in which all are heard and respected. We will speak the truth in love. As we seek consensus, we will give and accept constructive feedback. We will support the decisions and policies of the board.

We will be honest and realistic in our expectations and commitments, both individually and collectively. We will embrace and share our experience, wisdom, and gifts in carrying out this work. At the same time we will accept and forgive our failures. As part of a faith community, we will seek to minister to each other, sharing our joys, sorrows, successes, and struggles. In this spirit, we covenant to further the mission of the congregation as we strive to make real the vision of Unitarian Universalism.

I commit to maintaining confidentiality in my work as a member of the Board of Trustees of Cascade Unitarian Universalist Fellowship.

Name: _____

Date: _____

APPENDIX E – CONFLICT OF INTEREST STATEMENT

**CASCADE UNITARIAN UNIVERSALIST FELLOWSHIP
CONFLICT OF INTEREST AND CERTIFICATE OF COMPLIANCE**

I have carefully reflected on my position in the Fellowship and have no personal, investment, organizational, or ownership interests that would result in a possible financial benefit to me. Nor do I have interests that conflict with the interests of Cascade Unitarian Universalist Fellowship. I have read the Conflict of Interest Policy.

If any situation should arrive in the future which I think will involve me in a conflict of interest, I will promptly bring it to the attention of the Board President.

If other Board Members have concerns about a conflict of interest that involves me or my family, I will openly discuss the situation and follow the Board’s decision regarding my participation in the Board’s discussion and voting on the matter of concern.

Signature: _____

Title: _____

Date: _____

Certification

I hereby declare the following real or apparent conflict of interest:

_____ [If necessary, attach additional documentation]

Signature: _____ Date: _____

APPENDIX F – BOARD ANNUAL AGENDA

**CASCADE UNITARIAN UNIVERSALIST FELLOWSHIP
BOARD ANNUAL AGENDA**

MONTH	AGENDA ITEM
JULY	Review/request website changes Review/modify signature cards for financial accounts Board and appropriate committee members sign conflict of interest and confidentiality forms
AUGUST	Board team building and goal setting retreat late August or early September
SEPTEMBER	
OCTOBER	
NOVEMBER	
DECEMBER	
JANUARY	Begin Budget review for coming year Approve Board budget Review Minister’s Compensation
FEBRUARY	Set and approve financial goals for upcoming year Committee/Team budgets due Begin Stewardship Campaign
MARCH	
APRIL	Final plans from Committees & Teams due to Board Evaluations due to Board Stewardship Campaign ends Approve budget recommendation for coming year
MAY	Board receives Nominations Report Set time for Congregational meeting/send out notice of meeting and packets Annual meeting in late May or early June
JUNE	Elect incoming President of the Board, Vice President and Secretary New Board Member orientation

APPENDIX G – COVENANT BETWEEN THE BOARD AND MINISTER

CASCADE UNITARIAN UNIVERSALIST FELLOWSHIP LIVING COVENANT BETWEEN THE BOARD OF TRUSTEES AND MINISTER

The members of the Board of Trustees and Minister agree to the following covenants:

- We will communicate directly and respectfully with one another by:
 - Speaking from our own experience.
 - Discussing issues during meetings and resolving personal conflicts in private.
- We will maintain open and appropriate lines of communication between board members, officers and the minister.
- We will value the experiences and appreciate the skills that each person brings to our service.
- We will trust one another and the processes that we use.
- We will extend grace to one another throughout our interactions