

**UNITARIAN UNIVERSALIST
CONGREGATION OF FAIRFAX (UUCF)**

GOVERNANCE MANUAL

June 2022

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I. Introduction

The UUCF Governance Manual has the following goals: (1) establish clear lines of authority for and among the Board, ministers, paid staff and lay leaders; (2) empower the staff and lay leaders to carry out their activities without unnecessary oversight by the Board; and (3) describe the entities to be evaluated and when such evaluations will occur.

UUCF's governance structure has the following essential characteristics:

- The Board makes decisions on major matters that affect the long-term well-being of the congregation but does not directly participate in management of day-to-day operations. Its primary activities are communicating with the congregation, articulating UUCF's goals and priorities, envisioning ways to enlarge or strengthen congregational programs, ensuring the financial well-being of the congregation and systematically evaluating the performance of the senior minister, the Coordinating Team (CT) and the Board itself.
- Authority over day-to-day operations is delegated by the Board to a CT composed of the two ministers, the **operations manager** and two lay members appointed by the Board.
- The ministers, staff and lay leaders have freedom to accomplish their goals without having to obtain prior approval of specific plans so long as they operate within the framework of their position descriptions or charters, budgets and written policies adopted by the Board or the CT. All, however, are accountable to the Board or the CT for accomplishment of their tasks, and their performance is reviewed on a regular basis. The **Leadership and Nominating** and Endowment committees are accountable directly to the congregation.

This Governance Manual contains the major components of UUCF Governance. In particular, it contains statements of UUCF's Vision (the outcomes the congregation seeks to achieve); expectations of the CT (things the CT must do) and limitations on the CT (things that the CT or staff may not do); Board-CT linkages (the delegation of authority to the CT and staff and their accountability to the Board); the Board's internal management processes; and the process for making and revising policies.

II. Purpose and Use of the Governance Manual

Current information pertinent to UUCF Governance will be maintained in this Governance Manual, which is a key tool for establishing and maintaining the governance framework, serving as a basic reference source for members and staff new to the congregation as well as a source of continuity when leaders and staff change. The manual is a living document, because creating, evaluating, and refining the policies and procedures necessary to implement this structure will be an ongoing process. As we learn and adapt our governance model, this manual will be updated periodically to keep it current. To the extent possible, each section of this manual will indicate the date on which it was adopted.

To be effective, the governance processes must be open, transparent and dynamic. All UUCF members must have access to the governance policies and the process for examining and, if necessary, expanding or otherwise modifying them. The secretary of the Board of Directors will maintain an up-to-date, **primary** copy of this manual. The secretary will ensure that the **operations manager** has a current copy of the manual and receives all updates as they are made. The **operations manager** will ensure that the manual is available to the CT, staff, members and friends for their reference. The manual will also be available on the UUCF website.

The following is the order of document precedence for resolving conflicts between documents:

1. The Bylaws
2. The Governance Manual (this document)
3. Other Board policies
4. Policies/procedures of the Coordinating Team
5. All other procedures

III. UUCF's Mission

The Unitarian Universalist Congregation of Fairfax is a liberal religious congregation whose mission is to transform ourselves, our community and the world through acts of love and justice.

(Adopted 6 June 2010)

IV. UUCF's Vision

Grow – Transforming Ourselves: We grow as individuals and as a community through worship, service, play and caring for one another, and thereby deepening our appreciation of the gifts of life and love.

- We gather in worship and in lifelong religious education and exploration to nourish our spirits, open ourselves to the holy and challenge each other to become our better selves.
- We grow in spirit and strength by working and advocating for social justice, spiritual practice and supporting each other through passages, grief and hardship.
- We celebrate our joys, and grow through fun, fellowship and play.

Connect – Transforming Our Community: We connect to and care for our families, our congregation and our community.

- We live our values with love and compassion creating a diverse religious community united through fellowship and service.
- We give generously of our time, talent and resources in caring ministries with one another.
- We reach out to those who seek a spiritual home and connect them to a vibrant spiritual community, welcoming people of all ages, ethnicities, sexual orientations, political affiliations and abilities.
- We live our commitment to the inherent worth and dignity of every person, and to just and compassionate human relations, committing ourselves and our resources to help our neighbors and the community in which we live.

Serve – Transforming the World: We serve our world through our work and commitment.

- We champion civil, economic and environmental justice in our community and in the world.
- We, as grateful stewards, nurture and care for our human, financial, physical and natural resources, holding them in trust for ourselves and future generations.

(Adopted 20 April 2011)

V. Board of Directors

The Board has ultimate responsibility for all activities carried out by or in the name of the congregation and staff. The Coordinating Team (CT) was created as part of the UUCF policy-based governance structure to implement Board directives and to manage day-to-day operations at UUCF.

A. Purpose

The Board of Directors acts on behalf of the congregation to accomplish the following:

1. Exercise ultimate authority over UUCF property and operations;
2. Develop the Vision;
3. Approve financial and operational priorities;
4. Ensure that adequate financial resources are available and controls are in place;
5. Communicate actively and effectively with the congregation; and
6. Avoid unacceptable actions and situations as defined in the Bylaws and these Policies.

B. Governing Style

The Board will govern with an emphasis on the following:

1. Communication with the congregation;
2. Vision;
3. Encouragement of diversity in viewpoints;
4. Strategic leadership;
5. Clear distinction of Board and CT roles;
6. Collective rather than individual decision-making;
7. Focus on the future while learning from the past and present; and
8. Proactive rather than reactive leadership.
9. Commit to examining congregational systems, policies and actions through an anti-racist, anti-oppressive lens. This commitment requires Board members to acknowledge their biases, question their assumptions and allow for the discomfort that comes with this work.

In this spirit, the Board shall fulfill several responsibilities:

1. Focus chiefly on the Vision and priorities, not on the administrative or programmatic means of attaining the Vision;
2. Focus attention on new directions or priorities to which UUCF should devote its energy and resources;
3. Assess UUCF's success in achieving the Vision;
4. Assess the performance of the Board, the CT and the senior minister against the Vision.
5. Account to the congregation with competent, conscientious and effective accomplishment of the Vision;
6. Represent the congregation in determining appropriate organizational performance;
7. Diligently apply policymaking principles and respect for defined roles;
8. Speak with one voice, so that after subjects have been discussed and voted upon, both majority and minority show respect for the action taken;
9. In its interactions with the public, press or other entities, recognize the same limitations and the similar inability of any member, except the President, to speak for the Board unless otherwise authorized; and
10. Encourage leadership training (both within and outside the congregation) for leaders and prospective leaders.
11. Seek out, listen to and value congregational input.
12. Prudently allocate money toward anti-oppression training.

13. Recognize the Board is continually learning about issues regarding race and will need to actively reach out to experts for advice.

14. Work with the Leadership and Nominating Committee to recruit Board members to make the Board more diverse, especially with respect to race.

C. Conduct

The Board makes the following commitments to itself and its members:

1. Conduct itself in an ethical, professional and lawful manner;
2. Properly use authority and demonstrate appropriate respect in group and individual behavior when acting as Board members;
3. Act in the best interests of the congregation;
4. Disclose all potential conflicts of interest and review and sign the conflict-of-interest policy and disclosure statement annually;
5. Refrain from self-dealing or any conduct of private business or personal services between any member and the congregation except as procedurally controlled to assure openness, competitive opportunity and equal access to “inside” information;
6. Refrain from using their positions to obtain employment within the congregation for themselves, family members or close associates;
7. Decline consideration for employment by the congregation, unless temporarily withdrawing from Board deliberations, voting and access to applicable Board information;
8. Resign from Board service should she/he/they be employed by the congregation or act as a paid consultant; and
9. Resign from Board service should an immediate family member be employed by the congregation for more than 10 hours per week.

D. The President

The president ensures the integrity of the Board’s process, typically represents the Board to the congregation and outside parties, presides at meetings of the Board and of the congregation and fulfills other such duties and responsibilities as may be assigned by the Board or the congregation.

1. The job of the president is to ensure that the Board acts consistently with its own rules and those legitimately imposed upon it from outside the congregation.
2. The president shall ensure that meeting discussion addresses only those issues that, according to policy, belong to the Board to decide, and not to the CT.
3. The president is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
4. As presiding officer, the president shall ensure that deliberation is timely, fair,

orderly, thorough, efficient, limited in time and kept to the point.

5. As presiding officer, the president shall ensure that Robert's Rules are observed, except where the Board has superseded them.
6. The president's authority does not extend to supervising or otherwise directing the CT.

E. The Executive Committee

The Executive Committee shall consist of the president, vice president, secretary and treasurer. Its responsibilities include the following:

1. Setting the agenda for every meeting;
2. Applying the same rules of decorum as the Board's except that disputes in Executive Committee may be brought to the full Board;
3. Referring issues to the CT; and
4. Taking emergency action between meetings of the Board.

F. Board Committee Principles

The Board may charter committees to help carry out its responsibilities. To preserve the Board's functioning as a whole, committees of the Board shall be used sparingly.

1. Board committees may not speak for or act for the Board except when formally given such authority for specific and time-limited purposes. Such authority shall be carefully stated in order not to conflict with authority delegated to the CT.
2. This policy applies only to committees that are formed by Board action, whether or not the committees include non-Board members. It does not apply to committees formed under the authority of the CT.

G. Unity of Control

Decisions of the Board are binding on the CT. Decisions or instructions of individual Board members or committees are not binding on the CT unless the Board has specifically authorized such exercise of authority.

H. Authority of the Board

Subject to the CT's limitations in this Governance Manual, the Board delegates authority for decisions about day-to-day operations to the CT. The Board retains ultimate authority for all decisions that affect the long-term well-being of the congregation.

The Board retains hiring and discharge authority with respect to the **operations manager**, the director of music and arts, the director of religious exploration and non-called ministers.

- a. The Board, in consultation with the **senior** minister, will determine whether a specially constituted committee or the CT will conduct the search for

candidates for one of these positions.

- b. The Board must approve the letter of agreement or employment contract for an employee in one of these positions before it is signed by the **senior** minister.
- c. The Board delegates to the CT authority to reach agreement with each employee on an updated letter of agreement as necessary.
- d. These employees will be supervised by the **senior** minister unless a letter of agreement provides otherwise.

I. Accountability

The Board is accountable to the congregation as a representative body for establishing policies and goals and for monitoring UUCF's progress toward achieving the Vision.

J. Monitoring and Performance Measurement

The Board will assess the **senior** minister annually in his or her capacity as minister and leader of the CT. The Board shall assess CT performance annually. The Board shall view the CT as successful to the extent that the Plan and the Vision are achieved, the CT's limitations are respected and the CT's responsibilities are fulfilled. **The Board shall assess its own performance against these policies and the UU eight principles.**

K. Orientation of New Board Members

Continual Board development must include orientation of new Board members. Training shall include the following topics:

1. Basic principles of UUCF Governance **and the eight principles.**
2. Roles and responsibilities of a UUCF Board member;
3. Fiduciary responsibilities of the Board, including a review of the UUCF Bylaws and the Governance Manual;
4. Process for Board self-assessment;
5. Need for the Board to speak with one voice;
6. Board's responsibility for assuring achievement of the Vision;
7. Board's relationship to the congregation;
8. Board's relationship to staff, both paid and volunteer; and
9. Decision-making process of the Board.

J. Election of the President and the Executive Committee

Each March, a subgroup of the Board called the officer election team, consisting of the members whose terms are expiring that year, will select a team lead.

Each March, the president shall distribute a description of the duties of the president, vice-president, treasurer, assistant treasurer and secretary shall be distributed to the Board members whose terms do not expire that year. Those who desire to serve in one or more positions shall send the officer election team lead an email briefly stating interest and their order of preference.

The officer election team will send a description of the duties of the vice-president, treasurer, assistant treasurer and secretary to the incoming board members when they are announced and ask that they respond with interest and their order of preference.

The officer election team will ensure there is at least one candidate for each board office.

At a board meeting before the annual meeting the officer election team will present to the Board recommendations for the president, vice-president, treasurer, assistant treasurer and secretary. The full Board will elect a president from among all candidates presented by the officer election team.

The recommendations for other officers will be kept on file to be presented for election at the first meeting in the new Board year, which will be conducted by the Board president.

Elections will be decided by a simple majority vote.

VI. Coordinating Team

This section sets out the Coordinating Team's (CT) responsibilities and limitations. The CT is accountable to the Board for its performance. The CT is empowered to choose whatever means it finds most effective to accomplish its goals and further the mission of the congregation, so long as those means do not transgress the limitations in this section.

A. Composition of the Coordinating Team

1. The CT shall be composed of the senior minister, the assistant minister, the operations manager and two lay members.
2. The lay members shall be appointed by the Board in consultation with the CT, and shall serve at the discretion of the Board, except that no lay member may serve more than two consecutive 2-year terms.
3. A prospective lay member shall normally have been a member of UUCF for at least 3 years and be willing to serve in the position for a full 2-year term.

B. Financial Responsibilities

1. Operations Manager

The operations manager is hired with the approval of the Board. In cooperation with the finance manager, the operations manager monitors financial activity and resources, compiles data and prepares reports on agreed-upon organizational performance measures.

2. Comptroller

The CT shall appoint a comptroller to provide a segregation of financial duties within UUCF's financial management procedures. No person shall be appointed comptroller if he or she, or an immediate family member, is employed by the congregation for 10 hours or more per week. Specific financial responsibilities of the comptroller shall include the following:

- a. Serving as the primary check signer and advising staff on financial and accounting matters;
- b. Reviewing financial reports and assisting staff in budget preparation;
- c. Conducting timely reviews of CT financial records, reports and transactions for consistency with the budget and policies; and
- d. Reporting to the CT any departures from prudent practice and approved policies.

3. Coordinating Team

The CT shall be responsible for the receipt and safekeeping of all the funds and securities of the congregation (except Endowment Funds), the proper disbursement of such funds and the maintenance of accurate records of all receipts and disbursements. The CT has several specific financial responsibilities:

- a. In cases of conflicting budget priorities that the CT is unable to resolve, prepare alternatives for Board decision;
- b. Present the budget to the Board and, after approval, prepare the final budget for consideration and approval by the congregation at the annual meeting;
- c. Prepare an annual financial report, within 90 days after the end of the UUCF budget year, for distribution to the Board and congregation, including off-budget fundraising;
- d. Provide monthly reports of agreed upon metrics, including financial, to the Board, and provide all information requested by the Financial Oversight Committee for monitoring purposes.
- e. Establish policies and procedures for handling of all UUCF funds, including fundraising and check-signing policies;
- f. Establish procedures to ensure that all planned giving donations to the congregation are acknowledged and accounted for including memorial donations and bequests, which are to be deposited in the Endowment Fund unless specific instructions otherwise are included with the donation;

- g. Exercise oversight of the comptroller;
- h. Exercise oversight of all off-budget fundraising activities to ensure that they are consistent with UUCF principles and policies;
- i. Strive in all its affairs to ensure the sound stewardship of all UUCF funds, be alert for activities that deviate from established procedures and prudent practice and advise the Board of any such practice;
- j. Maintain the financial integrity of the congregation; and
- k. Adhere to prudent accounting practices in financial planning, handling receipts and expenses, accounting and budgeting.

C. Annual Budget and Operating Plan

The CT shall develop an Annual Budget and Operating Plan ("Annual Plan"), which shall be presented to the Board for approval on a date designated by the Board and shall correspond to the congregation's coming budget year. The Annual Plan shall address the following items, at a minimum:

1. The proposed revenue and expenditures for the budget year using funds that are conservatively projected to be received in that period, including the following elements:
 - a. An estimate of next year's income based on the results of the annual giving campaign and prudent estimates for bad pledge reserve, post campaign pledges and other income;
 - b. Mortgage payments and other liabilities;
 - c. Operations, administration, maintenance and reserves;
 - d. Salaries and benefits; and
 - e. UUCF programs.
2. Staffing priorities for the budget year;
3. The CT's goals and objectives for the budget year;
4. Discussion of how the Annual Plan relates to the Strategic Plan;
5. Reflection of input from those responsible for implementation of the particular programmatic areas addressed;
6. Increases in cash reserves to cover short-term cash flow shortages or unexpected emergencies or explain why an increase is not feasible or necessary; and
7. Alignment with the financial priorities adopted by the Board.

D. Teamwork

CT members shall act as a team:

1. Speak as one voice to all parties to whom the CT is responsible or over whom it has authority;
2. Include and consult with each other on material issues;
3. Honor and respect each other's views; and
4. Abide by the CT's covenant.

E. Treatment of Congregants

The CT shall relate to the congregation in the following manner:

1. Treat congregants with kindness and respect;
2. Use methods of collecting, reviewing, transmitting or storing personal information that protect against improper access to such information;
3. Maintain facilities that are as safe and accessible as possible;
4. Inform the congregation of the CT's obligations under this section;
5. Provide a grievance process; and
6. Provide a mechanism for dealing with incidents of dangerous, threatening or disruptive behavior by members of the UUCF community.

F. Congregational Communication and Involvement

The CT shall communicate with the congregation:

1. Inform the congregation of its activities and decisions;
2. Provide a clear and easily accessible mechanism for members of the congregation to communicate with it; and
3. Provide mechanisms to facilitate congregational leadership input to its activities and significant decisions affecting the congregation.

G. Treatment of Staff (Paid and Volunteer)

The CT shall treat staff in the following manner:

1. Maintain written job descriptions and personnel policies that clarify roles for paid staff;
2. Provide a mechanism for effectively handling staff grievances and addressing conflicts among, or disruptive behavior by, staff members;
3. Ensure staff receive clear expectations and goals for performance;
4. Maintain a performance review protocol for staff evaluations and ensure that paid staff receive written performance reviews annually;
5. Maintain a list of key volunteers for whom detailed job descriptions, regular support and individual feedback at least annually will be provided; and

6. Provide an easily accessible means for committees or staff to request information or guidance from the CT and respond in a timely manner to such requests.

H. Strategic Planning

The CT shall develop a Strategic Plan for the congregation that sets forth the congregation's long-term goals and strategies for achieving the Vision. The Plan should assume a time horizon of 3 to 5 years and address the financial implications of each Plan activity. The CT shall present progress on achieving the Plan to the Board at least twice annually. It may be modified by the Board on its own initiative or on the recommendation of the CT.

At a minimum, the Strategic Plan shall include the following:

1. Consideration of past strategic planning efforts;
2. A description of how the CT proposes to achieve the Vision;
3. Articulation of priorities among current or proposed activities directed toward achieving the Vision;
4. Identification of major physical plant, equipment, staffing, and financial needs;
5. Consideration of input from those responsible for implementation
6. Consideration of input from the congregation at large; and
7. Specification of the criteria for measuring progress.

I. Communication and Support to the Board

The CT shall inform and support the Board in its work by the following actions:

1. Report to the Board on its activities at least monthly;
2. Inform the Board of any serious disagreement among CT members regarding a significant matter within the CT's authority;
3. Present information in a manner that is timely, accurate, complete, concise and understandable and that facilitates informed decision-making;
4. Inform the Board in a timely manner of important internal or external events or changes;
5. Recommend needed changes in policies in a timely manner; and
6. Report in a timely manner any actual or anticipated noncompliance with any policy of the Board.

J. Program Assessment

The CT shall convene a Program Evaluation Committee to assess the performance of a major program annually and shall consult with the Board to determine which program will be evaluated. The CT shall provide a report to the Board on the effectiveness of the program, with recommendations for improvements to that program.

K. Ethics and Prudence

The CT shall conduct itself in an ethical manner and avoid the following:

1. Violation of Unitarian Universalist Principles, UUCF's Mission, Bylaws and Policies or any applicable laws. It shall not cause or allow any organizational practice that violates commonly accepted business or professional ethics;
2. Permission for any person or entity to take a public position on a social justice issue in the name of UUCF except pursuant to the approved procedures in the operational policy; and
3. Permission for any lay person to represent UUCF without obtaining prior approval from the Board. All lay individuals named to positions wherein they represent UUCF to the public or to other organizations, or would be perceived by a reasonable person as representing UUCF, shall be nominated by the CT or the Leadership and Nominating Committee and shall be subject to approval by the Board of Directors.

L. Chartering and Oversight of Committees

The CT shall charter and oversee committees in the following manner:

1. Maintain a list of committees which, in the judgment of the CT, are of broad impact and, therefore, require charters;
2. Periodically review and update the charters of these committees; and
3. Ensure that all non-Board committees and task forces operate in a manner consistent with UUCF's Mission, Vision and the eight Principles.

M. Limitations on Authority

The CT shall not, without prior Board authorization, take any of the following actions:

1. Make major permanent changes to UUCF buildings or grounds;
2. Undertake a capital fundraising campaign or assume indebtedness;
3. Make capital or other nonbudgeted expenditures in an amount greater than \$10,000;
4. Permit any UUCF group to undertake an effort to raise more than \$25,000 from within the congregation;
5. Enter into a lease of UUCF facilities for a term exceeding one year;
6. Sell, purchase, encumber or dispose of real property; or
7. Set the salary of a called minister.

N. Execution of Contracts

The CT is not authorized to do either of the following:

1. Permit anyone other than the president of the Board or a member of the CT to enter into any contract on behalf of the congregation; or
2. Authorize the execution of any contract outside the scope of the annual operating plan and budget without obtaining prior authorization from the Board.

O. Acceptance of Restricted Gifts

The CT shall not accept any gift with a restriction that is contrary to the standards of the congregation's Mission and Vision and the Unitarian Universalist Principles.

P. Asset Management

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

The CT shall take the following actions:

1. Obtain insurance against theft and casualty losses;
2. Obtain insurance against corporate liability;
3. Protect plant and equipment from improper use and provide sufficient maintenance;
4. Refrain from exposing the congregation, Board or staff to claims of liability through acts of negligence; and
5. Preserve the congregation's non-profit and tax exempt status.

VII. Financial Policies

G. Policy

It is the policy of UUCF to practice sound and prudent stewardship in all of its financial activities. This policy covers all UUCF funds, all funds of UUCF organizations and committees and all individuals handling and committing congregational funds.

B. Purpose

The purpose of this section is to define the financial policies of UUCF and the responsibilities of those charged with raising and expending funds, developing and implementing the Annual Budget and Operating Plan ("Annual Plan") and overseeing the congregation's financial activities.

C. Applicability

UUCF's funds are defined as any funds raised or expended in the name of UUCF or by any UUCF-approved organization or group. This section provides guidance and direction to all persons entrusted with the stewardship of UUCF's financial resources.

D. Asset Accounts

All funds shall be held in accounts that yield the highest return consistent with our UU Principles, financial prudence, operational flexibility and the time horizon of the projected use of the funds.

E. Liabilities Accounts

All liabilities must be paid in a timely manner. Should the CT forecast that available cash will not be sufficient to pay all liabilities, the CT is responsible to create a plan to address the cash deficit, subject to approval by the Board.

F. Restricted Funds

UUCF will maintain separate accounts with a detailed ledger for the management of all designated funds.

G. Financial Structure

1. The Board shall have overall accountability for UUCF financial stewardship and may appoint standing and ad hoc committees to assist it in meeting the financial needs of the congregation. The Board approves the Annual Budget for submission to the congregation for ratification at the annual meeting.
2. The Financial Oversight Committee, a committee of the Board, shall be responsible for exercising oversight of all of UUCF's financial expenditures.
 - a. Membership

The treasurer of the Board shall chair the committee. The membership shall include at least two other members of the Board, including the assistant treasurer, if that position is filled. Other members of sufficient number and skills to carry out the purpose of the committee may be appointed by the Board. No person shall be appointed or remain a member of the Financial Oversight Committee if he or she, or an immediate family member, is employed by the congregation for 10 hours or more per week.
 - b. Responsibilities
 - i. Collect all necessary financial information needed to assess compliance (a) with UUCF financial policies and procedures and (b) with generally accepted standards for prudent financial management;
 - ii. Recommend to the Board at least annually whether a formal review or audit of one or more aspects of UUCF's financial management should be performed;
 - iii. Ensure that the findings of any internal or external review or audit are appropriately addressed through compliance with existing financial management policies and procedures or through development of new policies and procedures; and

- iv. Review on an ongoing basis the appropriateness of and compliance with all financial policies and procedures in the UUCF Governance Manual and Bylaws to ensure that the Board meets its financial responsibility to the congregation and to recommend all necessary and appropriate changes to the Board when necessary.
3. The Generosity Team, a committee of the Board, shall be responsible for overseeing all fundraising activities.
- a. Membership

The membership will include a chair, appointed by the Board, the treasurer, the annual giving chair, capital campaign chair if there is one) the **senior** minister, one or more non-Board lay members of UUCF. The chair or co-chairs will be among the lay members selected by the Board.
 - b. Responsibilities
 - i. Create and promote an overall stewardship plan and strategy, both short and long term, and promote it;
 - ii. Consider and propose new fundraising strategies, methods and timetables, as needed;
 - iii. Promote the practice of stewardship as a spiritual discipline; and
 - iv. Recruit and support an annual giving chair and committee and an auction chair and committee.
4. The CT shall be responsible to prepare a strategic plan and updates and the annual budget as well as for managing and accounting for all of UUCF's expenditures. The CT will maintain detailed policies and procedures for the effective management and safekeeping of all of UUCF's funds. The CT may establish committees to carry out one-time or ongoing financial duties as needed.

VIII. Anti-Racism, Anti-Oppression Commitment

UUCF has made a commitment to consciously implement the 8th Principle and to purposely strive to build a Beloved Community. To this end, and because dismantling racism and other oppressions is an ongoing effort, the Board, the CT and the staff shall:

- 1. Design policies informed by the 8th Principle.
- 2. Create opportunities to allow staff, volunteers and the congregation to be acquainted with the 8th Principle and consider how to align their duties and activities with that principle.
- 3. Design congregational programming to consider the spiritual needs of congregants who are Black, Brown, Indigenous, Asian-Pacific Islanders and people of color.
- 4. Develop and implement accessibility guidelines so that individuals with disabilities can have equitable access to that programming.

5. Educate the congregation about the work being done to live out the 8th Principle and the measurable outcomes of that work.

IX. Policy-making Guidelines

The Board of Directors and the CT may adopt, amend or rescind policies relating to matters within their respective authorities. Various factors both expected and unexpected may make it necessary to do so:

- Existing policies may not be effective in supporting achievement of intended results;
- UUCF's goals and Vision may evolve over time; and
- Experience working within the structure of existing policies may point out the need for new policies, changes to policies or changes to Vision.

When a policy change is desired, a recommendation may be submitted by any member of the congregation or staff. Recommendations concerning Board policies should be given to the Board, and CT policies to the CT. The proposed change may be in the form of a description of the recommended change and may contain the proposed language of the policy revision or addition. Proposed changes will be evaluated by the Board or CT (depending on policy ownership) and will be reviewed with affected individuals and groups, as appropriate.

New policies, policy modifications or rescissions ideally will be recommended either by or through that part of the institution most intimately connected with their implementation. The expectation is that recommendations will be developed and refined in a spirit of cooperation and respect throughout the process.

A. Steps to Policy Additions, Amendments and Rescissions

Any member of the congregation or staff who desires to propose an amendment to UUCF's governance policies should follow these steps:

1. Review the existing policies that are relevant to the governance area under scrutiny;
2. Explain the problem with the existing policy;
3. State what needs to be changed in the policy to address the problem;
4. Explain how the anticipated change might improve the functioning of UUCF governance in meeting the goals set forth in our mission and vision;
5. If possible, draft a revised policy or new policy that could accomplish the desired improvement; and
6. Submit the above information to any member of the CT or Board (depending on policy ownership) for analysis and review.

The Board or CT will review the proposed policy change at its first available meeting. The next steps are with the Board or CT:

7. The Board or CT will refer the proposed policy change to other UUCF individuals, committees or groups for review as necessary to fully vet the recommendation and open a period of time to receive comments on the proposed policy changes;

8. The Board or CT will review how this change might affect other existing policies;
9. When the comment period is over, the Board or CT will make its decision concerning the proposed change;
10. The Board and CT will keep each other informed of proposed policy changes for information purposes; and
11. A Board or CT member will notify the individual or committee about its decision on the proposed policy.

If a similar policy change has been proposed within the last UUCF operational year, the Board or CT need not review it again so soon, unless circumstances have changed significantly. If the Board or CT declines to review the change due to such a timing issue, it shall nevertheless respond to the change originator with the facts of its recent review.

The Board or CT will communicate all policy changes to the congregation in a timely manner. All currently effective policies will be available on the UUCF Web site.

B. Change History

A history of policy changes will be kept in the UUCF Governance Manual as an appendix.

Approved April 2022

Appendix: Change History to Governance Manual

2016: The Governance Manual was changed extensively in 2016 to incorporate changes recommended by Boards of Directors since its inception. The current manual will serve as a new baseline document for tracking future changes.

2017: Added sections V.F and V.L to clarify Board processes. Voted on at 4/4/17 Board meeting.

2022: The Governance Manual was updated to include an Anti-Racism and Anti-Oppression commitment and was updated to reflect the revised role of the operations manager. Additional minor clarifications and updates were made throughout the document.