

**Policies of the
Board of Trustees
Horizon Unitarian Universalist Church**

Revised Fiscal Year 2022-23

Contents

Introduction	1
BOARD OF TRUSTEES – GOVERNANCE PROCESS	2
Policy 1.1 Global Governance Commitment	2
Policy 1.2 Governing Style	3
Policy 1.3 Board Job Description	4
Policy 1.4 President’s Role	5
Policy 1.5 Trustees’ Code of Conduct	6
Policy 1.6 Safe Congregation	8
Policy 1.7 Personnel Grievance	11
Policy 1.8 Expense Reimbursement	14
Policy 1.9 Appointment of Delegates and Other Representatives	17
Policy 1.10 Legal Alignment of Bylaws and Policies	18
Policy 1.11 Finance Committee	19
CHIEF OF STAFF – EXECUTIVE LIMITATIONS	21
Policy 2.1 Global Executive Constraint	21
Policy 2.2 Treatment of Members, Friends, and Visitors	22
Policy 2.3 Treatment of Paid and Volunteer Staff	23
Policy 2.4 Compensation and Benefits	24
Policy 2.5 Financial Planning and Budgeting	25
Policy 2.6 Financial Conditions and Activities	26
Policy 2.7 Minister’s Discretionary Fund	28
Policy 2.8 Asset Protection	29
Policy 2.9 Ends Focus of Grants and Contracts	30
Policy 2.10 Communications	32
Policy 2.11 Communications and Support of the Board	33
Policy 2.12 Emergency Minister Succession	34
Policy 2.13 Shared Ministry	35
Policy 2.14 Affiliation of a Community Minister	36
Policy 2.15 Facility Usage	38
BOARD—CHIEF OF STAFF LINKAGES	40
Policy 3.1 Global Statement of Board—Chief of Staff Relationship	40

Policy 3.2	Unity of Control	41
Policy 3.3	Accountability of the Chief of Staff (Minister)	42
Policy 3.4	Delegation to the Chief of Staff (Minister)	43
Policy 3.5	Monitoring and Nurturing the Health of the Ministry	44
ENDS		45
Policy 4.1	Global Ends Statement	45
Policy 4.2	Spiritual Development	46
Policy 4.3	Caring and Inclusive Community	47
Policy 4.4	Lifespan Religious Education	48
Policy 4.5	Community Involvement	49
Policy 4.6	Stewardship and Sustainability	50

**POLICIES of
the BOARD of TRUSTEES
of HORIZON UNITARIAN UNIVERSALIST CHURCH**

Introduction

These Governing Policies are established by the Board of Trustees of Horizon Unitarian Universalist Church (HUUC) to provide guidance for the governance and management of our church and its ministries. They should be read in conjunction with the Bylaws of HUUC. Should conflict exist between any of these policies, the Bylaws will take precedence.

These policies are included in the following sections:

Board of Trustees – Governance Process. Governance policies define the Board of Trustees’ roles and responsibilities, including group and individual standards to which it agrees to hold itself. They specify the Board’s preferred style of governance, its responsibilities, how it carries out its work, and how it proposes to assure safety of the Congregation and staff.

Chief of Staff – Executive Limitations. These policies define the constraints on the Chief of Staff’s authority, and establish prudent and ethical boundaries and the acceptable application of the Chief of Staff’s delegated authority, decision making, and organizational activity. They also provide guidance on the specific, tangible results that the Board of Trustees expects from the Chief of Staff.

Board—Chief of Staff Linkages. These policies describe how authority and responsibility are delegated and how the church’s progress and performance is monitored by the Board. They describe the Chief of Staff’s role and the reporting the Board expects to receive and use in monitoring results in achieving the mission of Horizon.

Ends. These are policy statements by the Board of Trustees, expressed in terms of what benefits accrue, to whom, and, where appropriate, at what cost. Another way of saying this is “What is the desired outcome, difference or benefit, for whom, and at what cost, priority or worth?” Ends policies inform the minister and the Congregation of the direction of the Church.

All governing policies are reviewed by the Board of Trustees on an ongoing basis and updated or amended as needed.

BOARD OF TRUSTEES – GOVERNANCE PROCESS

Policy 1.1 Global Governance Commitment

The Board of Trustees (the “Board”) will act on behalf of the membership of Horizon Unitarian Universalist Church (“HUUC”), to promote the accomplishment of HUUC’s Mission with appropriate use of its resources and to prevent unacceptable actions and situations within HUUC.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Policy 1.2 Governing Style

The Board will approach its tasks with a style that emphasizes strategic leadership rather than administrative detail, diversity in viewpoints, clear distinction of Board and staff roles, future orientation rather than past or present, and proactivity rather than reactivity. That being said, Horizon operates with a shared ministry between the Board, staff, and Congregation - we serve together in a spirit of partnership to work toward our mission and vision.

In this spirit, the Board will:

1. Establish written policies reflecting the Board’s values and perspectives about goals to be achieved and methods to be avoided. The Board’s major policy focus will be on the intended long-term effects, not on the administrative or programmatic means of attaining those effects.
2. Monitor and discuss the Board’s process and performance. The Board will devise a list of goals for the church year and periodically monitor progress toward each goal. The Board will develop a year-end report based on the goals and accomplishments.
3. Ensure continuous development of the Board, including orientation of new Board members in the Board’s governance process and periodic Board discussion of process improvement.
4. Support the action taken and speak with one voice after subjects have been discussed and voted upon.
5. 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.
6. Be accountable to the Congregation and other stakeholders for competent, conscientious, and effective accomplishment of its obligations as a body. It will allow no officer, individual, or committee of the Board to usurp this role or hinder this discipline.

Floyd McGlothlin
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 9/20/2017

Carolyn Moore
President, HUUC Board of Trustees

Revised: 6/30/2023

Policy 1.4 President’s Role

In accordance with the HUUC Bylaws, the President assures the integrity of the Board’s process and, secondarily, may occasionally represent the Board to outside parties when appropriate.

Accordingly:

1. The President ensures that the Board
 - a) complies with its own rules and those legitimately imposed upon it from outside the organization,
 - b) meeting agenda items address only those issues which, according to Board policy, clearly belong to the Board to decide, not the Chief of Staff, and
 - c) deliberations will be fair, open, thorough, timely, orderly, and relevant.
2. The President has the authority to make decisions (Chair decisions) that fall within topics covered by Board policies on governance process and Board–Chief of Staff linkage, except where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies.
 - a) The President is empowered to chair Board meetings, with all the commonly accepted power of that position (e.g., ruling, recognizing).
 - b) The President has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the President has no authority to supervise or direct the Chief of Staff.
 - c) The President may represent the Board and/or the Congregation to outside parties in announcing Board or Congregation positions and in stating decisions and interpretations within the area(s) delegated to the President.
 - d) The President may delegate this authority but remains accountable for its use.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Carolyn Moore
President, HUUC Board of Trustees

Revised: 5/23/2021
Revised: 6/30/2023

Policy 1.5 Trustees' 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.

Accordingly:

1. Board members' loyalty is to HUUC's Congregational interests and not to interest groups and/or membership on other Boards or staffs. It also supersedes the personal interest of any Board member in their various roles within the Congregation.
2. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a) There shall be no self-dealing or any conduct of private business or personal services between any Board member and the church administration (Chief of Staff and/or paid staff) except as procedurally controlled to assure openness, competitive opportunity, and equal access to any relevant inside information.
 - b) When the Board is to decide upon an issue about which a Board member has an unavoidable conflict of interest, or may reasonably appear to have such a conflict, that member shall absent themselves from not only the vote, but also from the deliberation, by leaving the meeting until the deliberation and vote are concluded, then returning to the meeting. Any Board member with a conflict of interest who absences themselves from discussion and voting on an issue will still be counted in determining the presence of a quorum, and in determining how many are present at the meeting for the purpose of identifying minimum Trustee thresholds for board action.
 - c) Board members must not use their positions to obtain church employment for themselves, family members, or close associates. Should a Board member desire employment, they must first resign from the Board.
 - d) Board members will annually disclose, at the first Board meeting of the year, their involvements with other organizations, with vendors, or with any other associations that might produce a conflict, by announcing the conflict to the other Board members. This will be documented in the meeting minutes. Board members also will disclose any potential conflicts that arise during the ensuing year at the next available Board meeting. This will also be documented in the meeting minutes.
 - e) Members of the immediate family of full-time, part-time, or contracted employees of HUUC may not serve on the Board.
3. Board members may not attempt to exercise individual authority over the Board except as explicitly set forth in Board Policies or HUUC Bylaws.
 - a) Board members' interactions with the Chief of Staff or with other staff must recognize the lack of authority vested in the staff except when explicitly Board-authorized.
 - b) Board members, except for the President, when interacting with the public, press, or other entities, are not authorized to speak for the Board except to repeat explicitly stated Board decisions.
 - c) Board members will publicly express no individual judgments of performance of the Chief of Staff or other staff.

Floyd L. McGlothlin
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 2/15/2017
Revised: 9/20/2017

Carolyn Moore
President, HUUC Board of Trustees

Revised: 5/23/2021
Revised: 6/30/2023

Policy 1.6 Safe Congregation

HUUC is committed to offering programs, facilities, and a community free of discrimination, harassment, exploitation, or intimidation, and which are physically safe for all. Our commitment to the inherent worth and dignity of every person and to justice and compassion compels us to make every effort to assure that we are a safe and nurturing environment. We are committed to maintaining an inclusive environment, and maintaining one free of discrimination and harassment based on race, color, ethnicity, religion, nationality, age, physical ability, gender, gender identification, sexual/affectional orientation, or mental capacity.

Accordingly:

1. Orientation: The Chief of Staff shall ensure that each employee and volunteer is oriented to their responsibilities to maintain appropriate personal boundaries in all interactions with members and guests, to assure support of those who are vulnerable, and to comply with relevant state and federal law as may be their statutory obligation.
2. Screening and selection of paid and volunteer staff:
 - a) Prior to an offer of employment in any position or appointment as a volunteer to work on the Endowment Committee or with minor youth, a criminal background check shall be completed, and the results reviewed by the Chief of Staff or designee. The background check shall include:
 - i. National multi-state criminal records search
 - ii. National sex offender registry search (not applicable for Endowment Committee)
 - iii. Social security number trace and alias search
 - iv. County criminal records search for every county where the applicant has lived or worked over the past three (3) years
 - b) Criminal background checks shall be repeated every three (3) years for all employees and any volunteer who works with children. Seasonal employees or volunteers who have been absent from work more than one (1) year, shall have a new background check prior to resuming work.
 - c) A copy of each background check shall be retained in the individual's personnel file for a period of not less than seven years.
 - d) Regularly assigned leaders of Religious Education and/or Religious Exploration activities shall have been members of HUUC for a minimum of six (6) months prior to appointment.
 - e) Volunteers who will be working with children have a duty of protection, which extends to the health of those children. When working with children too young to receive a vaccination for any pandemic disease that has been declared by health authorities and for which there is a vaccination available to adults but not children, including COVID-19, volunteers must provide proof of full vaccination against the disease.
3. Disruptive behavior: HUUC affirms its commitment to the support of each individual's search for truth through the provision of a venue that allows safe, open discussion of ideas and values by all. Maintenance of such an environment requires participants to voluntarily covenant to mutual respect and to non-disruptive behaviors.

Intentional disruptive behavior will not be tolerated and may include, but is not necessarily limited to real or perceived threats to the safety and well-being of any adult or child; threats to the mental or emotional well-being of another person; the disruption of any church activity; or malicious, defamatory, or slanderous statements.

Any individual at a church gathering (member, visitor, or someone who is not an “official” visitor and is loitering on church property) who is unable or unwilling to enter into a covenant of mutual respect and non-disruptive behaviors, or who threatens the physical and/or emotional well-being of another or the freedom to safely express beliefs or opinions, shall be addressed firmly and promptly within the following guidelines:

- a) If an immediate response is required, the Chief of Staff, Board President, Safety team, and/or the leader of the group involved may ask the offending person(s) to be silent or otherwise cease the offending behavior(s). If the person does not or is unable to comply, they shall be asked to leave the church premises or the virtual activity. If necessary, the activity shall be suspended until such time that it may be safely resumed. If further assistance is required, the Police Department may be called.

After this type of disturbance, a summary of the incident, including the name(s) of the offending person(s) and actions taken, will be written by one of the people involved in settling the disturbance. A copy of this summary will be distributed to the Chair of the Committee on Shared Ministry (CoSM), Chief of Staff, and Board President in a timely manner. Such written report shall be maintained by each party in a confidential manner.

- b) Situations between members or staff not requiring immediate response will be referred to the CoSM for review and, at their discretion, action. The Board President should also be notified. To aid in evaluating the non-emergency problems and potential actions, the CoSM will consider:
 - i. DANGEROUSNESS - Is the individual the source of a threat or perceived threat to persons or property?
 - ii. DISRUPTIVENESS - How much interference occurs when church functions are going on?
 - iii. OFFENSIVENESS - How likely is it that prospective or existing members will be driven away?
 - iv. 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 psychological dysfunction?
 - v. HISTORY - What is the extent, if any, of disruption in the past?
 - vi. PROBABILITY OF CHANGE - How likely is it that the problem behavior will diminish in the future?

4. Weapons on HUUC property:

- a) Our commitment to the physical and emotional safety of our community leads us to ban the open carry of any weapon within any facility of HUUC, excepting duly licensed law enforcement officers.
- b) Pursuant to Section 30.07 of the Texas Penal Code, as may be revised, signage giving notice

of this prohibition shall be posted at every entrance to any HUUC facility.

- c) Any person(s) openly carrying any weapon on HUUC property – such as parking areas, playgrounds, or sidewalks – shall be asked to either not openly carry their weapon or leave the premises. In the event of refusal to comply, local law enforcement shall be asked to remove the person under provisions of the General Trespass Statute (Section 30.05, Texas Penal Code).
5. Complaints to the Board: The Board of Trustees and its individual members have an ongoing duty to listen to and be in conversation with the Congregation regarding any issue of concern.
- a) At each scheduled public meeting of the Board, a specific time for HUUC members or other interested parties to provide comment shall be provided. Comments may be limited in time at the discretion of the Board.
 - b) The Board shall not engage in debate or discussion, beyond questions for clarification, in response to any comments received and shall not take any action not previously planned on the agenda in response to any comments.
 - c) The Board will not intervene in complaints not directly related to the Board’s policy-making and policy-monitoring functions. The Board may assist persons with complaints outside of these areas in determining to whom the concern should be directed.
6. Confidentiality of membership information: HUUC affirms its commitment to ensure the confidentiality of membership information. Any use of membership information, including but not limited to address, phone number, and email address, for anything other than church business or to directly to benefit HUUC, must be approved by the Board.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 6/15/2016
Revised: 10 /19/2016

Floyd L. McGlothlin
President, HUUC Board of Trustees

Revised: 10/14/2018

Carolyn Moore
President, HUUC Board of Trustees

Revised: 5/23/2021
Revised: 6/30/2023

Policy 1.7 Personnel Grievance

Pursuant to the Board Policy regarding “*Treatment of Paid and Volunteer Staff*” (Executive Limitations), the following shall guide any grievance from paid or volunteer staff concerning the Chief of Staff, appropriately submitted in a timely manner by paid or volunteer staff and heard by the Board:

1. Any grievance regarding an adverse personnel action eligible to be heard by the Board (see Executive Limitations, Policy 2.3 Treatment of Paid and Volunteer Staff, item # 4) shall be submitted in writing to the President of the Board (or designated alternate officer in the President’s absence), within ten (10) working days of the grievance action, with a copy to the Chief of Staff and with supporting documentation attached as appropriate. (Working days shall be defined as Monday through Friday of each week, excluding any holidays recognized by HUUC, without regard to the employee’s work schedule.)
2. The Board of Trustees shall serve as a committee of the whole to hear presentations by the involved parties (the paid or volunteer staff member who has filed the grievance and the responding Chief of Staff), to weigh evidence pertinent to the contested action(s), and to make a final determination regarding disposition of the grievance. The hearing shall be convened at a time and location reasonably convenient for all parties, within not less than twenty (20) calendar days from receipt of the written grievance. A quorum of the Board to hear any grievance shall consist of not less than fifty per cent (50%) of its membership present in person, including virtual attendance. The Board is responsible for being fair and unbiased at all times during the grievance, as well as to safeguard the confidence of the parties, the issues at hand, and the committee’s deliberations and recommendations.
3. The Board, when hearing any grievance, shall meet in Executive Session. Only members of the Board, the person filing the grievance, the Chief of Staff, and any legal counsel representing a party involved may be present during the Executive Session. Witnesses and others who might have relevant evidence of consideration may attend during the provision of their evidence only, and shall leave the hearing immediately upon their conclusion.
4. The President of the Board or their designee shall serve as the committee chairperson and shall be primarily responsible for the conduct of the hearing. The chairperson should convene the Board into Executive Session prior to the hearing to discuss procedures and to answer any questions by other members of the Board.
5. The Board shall recognize that it is in charge of the proceedings at all times, including maintaining reasonable order and decorum. Neither party, nor any witness, will be allowed to demean or otherwise disparage another. Any individual who fails to comply with directives of the Board may be excused from the proceedings at the Board’s discretion.
6. The Board may record all proceedings for review during its deliberations and may make any personal notes to assist recall or to outline needed comments or questions. At the conclusion of its deliberations and when a final determination has been communicated to the parties, the recording(s), all personal notes, and all copies of material presented during the hearing shall be turned over to the HUUC staff responsible as custodian of records and shall be retained for not less than seven (7) years (or to the conclusion of any subsequent legal action, whichever is longer) in a sealed file.
7. The Board may, at its discretion, recess the hearing at any point. The Board may briefly recess the

hearing to discuss procedures, to consider their ruling on a question, or for any other purpose germane to the conduct of the grievance hearing, including if any party wishes to briefly consult with their representative who is present. The Board may recess the hearing until another date/hour if all presentations cannot be completed within a time period deemed reasonable by the Board.

8. The grievant(s) and/or the Chief of Staff and/or the Board may have legal representation present with them during the hearing. Representation may not actively participate in the grievance hearing but may advise the person(s) represented. "Participation" means that representatives may not question witnesses, present or comment on any evidence, or question the Board during the hearing. In the unlikely event that a representative is disruptive to the hearing process and/or fails to comply with the Board's procedures, that representative may be dismissed from the hearing at the Board's discretion.
9. The grievant(s) and the Chief of Staff may call relevant witnesses in support of their presentation. Witnesses must be identified in writing to the Board and the other party in the hearing not less than five (5) working days in advance of the hearing. No witness may be present in the hearing except during the period of their testimony.
10. The Board may question any witness at any time during their testimony.
11. The Board may call additional witnesses at their discretion. The grievant and the Chief of Staff shall have a minimum notice of thirty (30) minutes before witnesses called by the Board are questioned. After the Board completes hearing any witness it has called, the witness may be cross-examined by the grievant(s) and/or the Chief of Staff if either party desires.
12. The Board may refuse to hear any scheduled witness if it has good reason to believe the individual will contribute no additional or new information relevant to the grievance. If, during testimony, a witness fails to comply with Board procedures regarding decorum or it becomes apparent the witness has no additional or new information relevant to the grievance, the witness may be dismissed by the Board.
13. The Board, serving as an employee grievance committee, shall render a written final disposition signed by each participating member, with supporting rationale, within not more than seven (7) working days from the conclusion of the hearing. If there is not a consensus of the Board as to disposition, all differing viewpoints shall be summarized and signed by each member supporting that viewpoint. A simple majority of participating Board members shall determine the final disposition of the grievance.
14. Written communication of the Board's final disposition shall be sent via certified letter, receipt requested, to the grievant(s) and the Chief of Staff within five (5) working days of the Board's decision.
15. The order of presentation during the grievance hearing and approximate time limits for each shall be:
 - a) Opening statement by Chief of Staff – 5 minutes.
 - b) Opening statement by grievant(s) – 5 minutes (may be deferred until the grievant's presentation, at discretion of grievant(s)).
 - c) Presentation of case, including any witnesses, by Chief of Staff. Grievant(s) may cross-

examine each witness if desired.

- d) Presentation of case, including any witnesses, by grievant(s). Chief of Staff may cross-examine each witness if desired, followed by opportunity for grievant(s) to ask further clarifying questions if desired.
- e) Closing statement by grievant(s) – 10 minutes.
- f) Closing statement by Chief of Staff – 10 minutes.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Carolyn Moore
President, HUUC Board of Trustees

Revised: 5/23/2021

Policy 1.8 Expense Reimbursement

Through this policy, HUUC establishes an accountable reimbursement plan, with the following terms and conditions, intended to comply with all applicable tax rules pursuant to Federal Reg. 1.62-2. This plan governs how HUUC will reimburse ministers, staff, and volunteers for any ordinary and necessary business and professional expenses.

Reimbursements authorized under this “accountable reimbursement plan” are not subject to taxation as income to the recipient. Although reimbursement guidelines apply specifically to professional staff with budgeted professional expense lines, the principles apply to any staff or volunteer who may need to request reimbursement.

1. Adequate accounting for reimbursed expenses. Reimbursements for any ordinary and necessary business or professional expense shall be made in a timely fashion if the following conditions are satisfied:
 - a) The expense clearly supports work on behalf of the Congregation.
 - b) The amount of the claimed expense is reasonable.
 - c) Each reimbursement claim shall include the same kind of documentary evidence as would be required to support a deduction of the expense on the employee’s federal tax return, specifically:
 - i. For transportation, travel, and hosting expenses, provide an original receipt including the amount, date, place and business purpose;
 - ii. For hosting expenses, also provide the business relationship of the person(s) hosted.
 - d) Reimbursement requests must be submitted with all appropriate documentation to HUUC’s accounting staff at least monthly. Requests submitted more than sixty (60) days after the expense was incurred will not be approved.
 - e) Reimbursement requests for authorized professional expenses shall be approved by the Chief of Staff or President of the Board. Reimbursement requests to be charged to budget lines other than a professional expense allowance must be approved by the person responsible for the budget category or by the Chief of Staff or, in the absence of both, the Board President.
 - f) Funds are available in an appropriate budget account at the time of the expense.
2. Expenses qualifying for reimbursement. Expenses qualifying for reimbursement include, but are not necessarily limited to, the following:
 - a) Automobile expenses for miles driven, tolls, and parking in performance of HUUC business, at the IRS authorized rate at the time the expense was incurred. Normal commuting costs are not included.
 - b) Conference, meeting, and travel expenses with a defined purpose of supporting ministries or the business of HUUC.
 - c) Professional development expenses associated with a program, course of study, or educational conference to further develop or enhance professional skills. Staff and volunteers without a budgeted professional expense line must have documentation of

approval of the Chief of Staff or, in the CoS's absence, the Board President, in advance of incurring the expense.

- d) Books, periodicals, audio-visual material, and other resources needed to effectively carry out the particular ministry, including reference material and/or curricula beyond that budgeted for in other line items. Staff and volunteers without a budgeted professional expense line must have documentation of approval of the Chief of Staff or, in the CoS's absence, the Board President, in advance of incurring the expense.
- e) Professional association dues. Reimbursement of these expenses shall be available only to staff with a budgeted professional expense line item.
- f) Clerical gowns, robes, and religious garments. Reimbursement for these items is available only to called ministers of HUUC and are assumed to have no market value as they are personal to the minister.
- g) Meals/Gifts for the purpose of carrying out the ministry/business of HUUC.
 - i. Gifts to a person or entity must satisfy the purpose of supporting the ministry requirement, and are limited to reimbursement of \$25 per gifted person or entity per fiscal year.
 - ii. Meals are reimbursable if they meet the following IRS requirements:
 - They must be an “ordinary expense” – common and accepted to the business of a religious institution.
 - They must be a “necessary expense” – one that is helpful and appropriate for the business of the Congregation (i.e., carrying out our ministry).
 - They must meet one of the following two tests:
 - Directly Related Test – the main purpose of the meal was the active conduct of Congregation business/ministry, AND (a) the employee did engage in such business/ministry with the person, AND (b) the employee had more than a general expectation of getting some specific Congregation-related benefit, OR
 - Associated Test – the meal was associated with Congregational business/ministry, AND it directly preceded or followed a substantial congregational business/ministry discussion.
 - iii. Gifts must avoid conflicts of interest or the appearance of a conflict of interest.
- h) Miscellaneous expenses necessary to carry out the business and/or ministry of HUUC, such as office supplies and printing.
- i) Cell phone, long distance calling, and internet expenses in service of carrying out the ministry of HUUC.
- j) Equipment or tangible items with an initial value of \$75 or more and used primarily during time devoted to ministry to enable employees to properly carry out their responsibilities and perform their duties, and which meet the criteria outlined below:
 - i. Are purchased and used for the convenience of HUUC (i.e., used primarily during time devoted to ministry and/or the business of HUUC to carry out the individual's

responsibilities).

- ii. Are required to enable the individual to properly perform their duties.
- iii. Do not duplicate already provided equipment or tangible items.

Ownership of any and all equipment with a declining value will be retained by HUUC pursuant to IRS publication 946, *How To Depreciate Property*. If an employee leaves the employ of HUUC after the property has fully depreciated, the Board may allow the property to go with the departing employee if there is sufficient reason to believe the Congregation will not benefit substantially from continued use of the property.

3. Expenses not qualifying for reimbursement. Expenses explicitly not qualified for reimbursement, due to current law are entertainment expenses, such as movies, concerts, etc.
4. Receipts. Required receipts other than for lodging expenses may be waived at the discretion of the approving authority, as described in item 1 above, for any expense of less than \$50.
5. Excess reimbursements. Any reimbursement that exceeds the amount of business or professional expenses budgeted must be returned to HUUC within thirty (30) days after the individual has been notified of the excess. Similarly, any reimbursement found to exceed appropriate expenses and their documentation must be returned to HUUC within thirty (30) days after the individual has been notified of the excess. In neither circumstance shall the excess be retained by the minister/staff.
6. Tax reporting. HUUC shall not include in a minister's/staff's W-2 form the amount of any business or professional expense properly substantiated and reimbursed according to this plan, and the minister/staff should not report the amount of any such reimbursement as income on Form 1040.
7. Reimbursement should be paid by separate check. Reimbursements shall be paid by separate check drawn from appropriately budgeted funds and not by increasing paychecks by the amount of the business expense.
8. Unused budget. Any portion of the annual budget for professional expense reimbursement that is not used by the end of the fiscal year will be retained by HUUC and will not be distributed to the minister/staff.
9. Retention of records. All receipts and other documentary evidence to substantiate business or professional expenses reimbursed under this plan shall be retained by HUUC per its document retention policy per its document retention policy. It is recommended that staff/volunteers keep copies of receipts for their own records.
10. Limitations. Only professional and business expenses that are properly substantiated and meet the tax regulations extant at the time of reimbursement will be considered. If the IRS subsequently disallows any expense after an audit, the individual claiming the expense shall bear the tax liability.

John D. Gill
President, HUUC Board of Trustees

Approved: 9/21/2016

Carolyn Moore
President, HUUC Board of Trustees

Revised: 5/23/2021
Revised: 6/30/2023

Policy 1.9 Appointment of Delegates and Other Representatives

Recognizing the importance of the selection of delegates to the annual meeting (General Assembly or GA) of the Unitarian Universalist Association (UUA), representative(s) to the North Texas Unitarian Universalist Congregations (NTUUC) Board, or membership on any standing or ad hoc committee of NTUUC, the HUUC Board establishes the following criteria for eligibility and guidelines for selection and Board approval.

Criteria:

Congregants interested in any of the above identified roles

1. must have been a voting member of HUUC for not less than one year immediately preceding appointment,
2. must have served as a paid staff of HUUC, and/or as a volunteer on one or more committees, and/or in a leadership role with one or more identified ministries of HUUC for not less than one year in the two years preceding appointment,
3. must commit to participate fully in all relevant activities of the organization, including but not limited to regular attendance and review of any supporting documents and reports pertaining to functions of the organization,
4. in instances in which a vote is required, agree to vote in accordance with any direction provided in a duly called meeting of the Board or the Congregation; in the absence of direction by the Board or Congregation, agree to vote their conscience as to what best supports the mission of HUUC and of our faith, and
5. make reports to the Board, as appropriate.

Selection Process:

1. Congregants wishing to participate in any (or all) of the above activities in the identified roles must notify the Board President in writing or orally no later than the deadline stated in a Congregational announcement.
2. The Board President and the Minister/Chief of Staff will consider all requests received and make recommendations to the Board. The Board President and/or the Minister/Chief of Staff may interview any applicant at their discretion.
3. The Board, in Executive Session, shall consider each recommendation. Any appointment shall be by a majority vote taken in open session of a quorum of the Board.
4. The Board's selection of applicants to serve in any of the above referenced roles shall be final, provided that the Board may appoint a substitute in the event the originally appointed member is unable to fulfill the term of their appointment.

John D. Gill
President, HUUC Board of Trustees

Approved: 4/19/2017

Carolyn Moore
President, HUUC Board of Trustees

Revised: 6/30/2023

Policy 1.10 Legal Alignment of Bylaws and Policies

The Board commits itself to maintain an alignment of the HUUC Bylaws and Board Policies with relevant laws and regulations. The Board shall not cause or allow any practice, activity, decision, or organizational circumstance that is in violation of applicable city, state, or federal laws or regulations, our Unitarian Universalist principles, our Bylaws, Board-approved policies, our Ends, or our Mission; furthermore, they shall adhere to commonly accepted business and professional ethics.

Accordingly:

1. The Board will ensure a reasonable check is done at least once per Board year to identify if any changes have been made to laws or regulations that impact allowable terms and conditions of expense reimbursements under Accountable Reimbursement Plans, pursuant to Title 26 of the Code of Federal Regulations - Reg 1.62-2, so that the reimbursements will not be considered reportable taxable income to the recipients. If any relevant changes are identified, the Board will update the policy containing HUUC's Accountable Reimbursement Plan in a timely manner.
2. As a religious organization formed as a Texas Nonprofit Corporation, the Board will ensure, before proposing any Bylaw changes to the Congregation, that relevant portions of the current Texas Business Organizations Code, Title 2 (Corporations), Chapter 22 (Nonprofit Corporations), are consulted to ensure the proposed changes will remain aligned with the Texas Business Organizations Code. That chapter can currently be located at:
<https://statutes.capitol.texas.gov/Docs/BO/htm/BO.22.htm>

Carolyn Moore
President, HUUC Board of Trustees

Approved: 6/30/2023

Policy 1.11 Finance Committee

The Finance Committee is a financial advisory committee appointed by Horizon’s Board of Trustees. This committee holds the responsibility and authority to monitor and advise the Board on the fiscal health, financial operations, and the stewardship of the church. It also supports the Board and Chief of Staff by assisting with the creation of the annual budget and assisting with financial policies and decision-making. The committee is accountable to the Board, with the Board retaining financial oversight and the authority to make decisions.

Organization

The Finance Committee consists of five members—three committee members jointly nominated and approved by the Board to serve, the Board Treasurer, and the CoS—and one support person. The Leadership Development and Nominating Committee (LDNC) may assist the Board with these nominations.

1. The nominees must be voting members of Horizon and will serve alternating two-year terms; a committee member can be reappointed to one additional one-year term. The first year the committee is in existence (2023-2024), one of the members will serve one year. A member may be removed by the Board, according to the Bylaws regarding removal from a committee.
2. Finance Committee Chair - The committee Chair is chosen by the members of the committee and is a voting member of the committee.
3. Board Treasurer - The Board Treasurer is a non-voting member of the Finance Committee and serves as the liaison between the Committee and the Board.
4. CoS - The CoS is an ex-officio member of the Finance Committee.
5. Administrative Staff – Horizon’s office administrator or a volunteer will provide non-voting staff support to the Finance Committee.

Committee Decisions

Decisions of the Finance Committee will be made by consensus. If consensus cannot be reached, the Finance Committee Chair may call for a vote. In the case of a vote, the decision will be reached by a majority vote. If there is not a majority, the Board will vote on the decision. Decisions made by the Finance Committee will be communicated to the Board of Trustees, and the Congregation, if appropriate, by the Treasurer. The Board shall make any final decisions.

Duties

The Finance Committee shall meet monthly during the week prior to the monthly board meeting, when possible, to fulfill its duties, as follows:

1. Monitor the Congregation's income, expenses, and pledge payments monthly by reviewing monthly bookkeeping reports, and reporting any issues to the Treasurer
2. Review reports that track aggregate monthly pledges and other income
3. Assist with the annual stewardship campaign team, as needed
4. May recommend:
 - a) additional fundraising activities
 - b) property, liability, and other forms of insurance

- c) financial policies and procedures
 - d) rental policies
 - e) budget contingencies, as detailed in Policy 2.5
5. Assist with a financial review or audit, as directed by the Board

Authority and Responsibility

The Board of Trustees assigns the following authority and responsibility to the Finance Committee:

1. Monitor and review the fiscal health of the Congregation. The Finance Committee, through the Treasurer, will report monthly to the Board of Trustees on the fiscal health of the Congregation.
2. Develop an annual budget for each fiscal year (working with the CoS and Board) to be approved by the Board of Trustees and submitted for Congregational approval at the Annual Congregational Meeting.
3. Review all over-budget and off-budget expenditure proposals and provide guidance to the CoS and Board as to the feasibility of said expenditures. The Finance Committee can also recommend from which account, fund, or line item such expenditures are drawn, as long as any line-item recommendation maintains accurate expense classification.
4. Provide fiduciary oversight for accurate accounting of receipts and disbursements in books belonging to the Church. This includes but is not limited to advising the accounting clerk and the office administrator on how to maintain the accounts.
5. The Finance Committee and the accounting clerk share responsibility for maintaining proper banking accounts and savings tools. The Finance Committee will oversee and review proper procedures for church bookkeeping.

Accountability

1. The Board Treasurer, with input from the Finance Committee, will provide a monthly report on the financials to the Board of Trustees at the monthly Board Meeting. These reports will include, but are not limited to, the Balance Sheet and Income Statement (P&L) for the previous month.
2. The Finance Committee is accountable to all policies approved by the Board and all direction provided by the Board, and will
 - a) assist the Treasurer in developing an annual financial report that the Treasurer will present to the Congregation at the Annual Meeting,
 - b) produce and maintain all necessary procedures to fulfill these responsibilities,
 - c) produce and provide minutes of each committee meeting to the Board Treasurer. These minutes will be uploaded to the Board's electronic drive.

Carolyn Moore
President, HUUC Board of Trustees

Approved: 6/30/2023

CHIEF OF STAFF – EXECUTIVE LIMITATIONS

Policy 2.1 Global Executive Constraint

The Chief of Staff/Minister shall not cause or allow any practice, activity, decision, or organizational circumstance that is in violation of applicable city, state, or federal laws or regulations, our Unitarian Universalist principles, our Bylaws, Board-approved policies, our Ends, or our Mission; and furthermore, they shall adhere to commonly accepted business and professional ethics.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Policy 2.2 Treatment of Members, Friends, and Visitors

With respect to interactions with and among members, friends, and visitors, the Chief of Staff shall not cause or allow any conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, that fail to provide appropriate confidentiality or privacy, or that fail to apply the standards of the Church’s Mission and Ends and Unitarian Universalist principles.

Accordingly, the Chief of Staff shall not:

1. violate the confidentiality of personal information, including but not limited to health and/or personal circumstance;
2. violate the confidentiality of member pledge amount information, except as required for gathering pledges;
3. fail to establish, publicize, and follow written procedures for processing member concerns and suggestions.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Policy 2.3 Treatment of Paid and Volunteer Staff

With respect to treatment of staff and volunteers, the Chief of Staff shall maintain and not cause or allow conditions that are inhumane, unfair, unprofessional, or illegal.

Accordingly, the Chief of Staff shall not:

1. Discriminate against existing or potential staff/volunteers based on marital status, sexual orientation, gender characteristics, identity or expression, mental or physical disability, or any category as defined by applicable state and federal laws, except as may be required by a bona fide occupational qualification.
2. Subject staff or volunteers to unsafe or unhealthy conditions.
3. Operate without written personnel procedures that clarify personnel rules for staff, provide for equitable leave and procedures for assuring same, provide procedures for effective handling of complaints and/or grievances, and protect against wrongful conditions such as nepotism.
4. Prevent staff from taking a grievance to the Board when:
 - a) Internal grievance procedures have been exhausted, and
 - b) The employee alleges either that
 - i. board policy has been violated to the employee's detriment (loss of agreed income or loss of employment for reasons inconsistent with federal regulations), or
 - ii. board policy does not adequately protect the employee's human rights.
5. Fail to ensure that paid staff receive annual written reviews based on documented job performance.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Policy 2.4 Compensation and Benefits

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

Accordingly, the Chief of Staff shall not:

1. Offer employment for any full or part-time position not identified and funded in the Congregation-approved budget for that fiscal year.
2. Increase individual compensation or benefits or change allocated professional expenses as established by the Board without prior approval of the Board.
3. Change his/her/their compensation, benefits or allocated professional expenses without prior approval of the Board.
4. Promise or imply permanent or guaranteed employment to any person.
5. Fail to follow current UUA guidelines when proposing current compensation and benefits.
6. When proposing compensation and benefits, the Chief of Staff will ensure that:
 - a) The proposed compensation and benefits do not deviate materially from applicable UUA guidelines and nonprofit or geographic markets for the skills employed, absent legitimate articulated reasons.
 - b) Obligations are not created over a term longer than revenues can be safely projected - in no event longer than one year and in all events subject to losses of revenue.
 - c) Deferred or long-term compensation and benefits are not proposed if it would cause the following to occur:
 - i. unfunded liabilities
 - ii. commitments to benefits that, in any way, include unpredictable future costs for the church Inequitable compensation and/or benefits for staff in similar circumstances are not proposed.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Policy 2.5 Financial Planning and Budgeting

The Chief of Staff shall provide operations information and work with the Board and Finance Committee to develop the annual church budget. The Board will then review and approve the recommended budget before it is submitted to the Congregation for approval at the Annual Meeting.

Budgeted expenditures may not exceed reasonable estimates of revenue unless there are legitimate, specifically described reasons that can be funded by existing reserves, with any excess revenue allocated to a reserve account for future needs.

After the budget is approved by the Congregation, in the event of unforeseen or emergent circumstances, the Chief of Staff shall propose to the Finance Committee and to the Board for its approval:

1. before implementation, any adjustments to the approved budget in excess of 1% per month;
2. a revised budget if adjustments to the approved budget are in excess of ten percent (10%) of the total budget. The revised budget must then be approved by the Congregation.

With respect to fiscal planning, the Chief of Staff will work with the Board and the Finance Committee to ensure that neither the programmatic nor the fiscal integrity of the Church are jeopardized. Accordingly, the Chief of Staff's, Board's, and Finance Committee's planning shall not cause or allow fiscal projections that:

1. Contain too little detail to allow a reasonably accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent trails, and disclosure of planning assumptions.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, absent legitimate, specifically described reasons.
3. Do not separately present a plan for capital expenditures and the means to pay for them. Capital expenditures include repayments of debt and any building additions or equipment purchases that cost more than \$5,000 each.
4. Deviate materially from Board-stated priorities and requirements.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 11/17/2016

Carolyn Moore
President, HUUC Board of Trustees

Revised: 5/23/2021
Revised: 6/30/2023

Policy 2.6 Financial Conditions and Activities

With respect to the Church’s actual ongoing financial activities, the Chief of Staff, in coordination with the Finance Committee, shall ensure that neither fiscal jeopardy nor a material deviation of actual expenditures from the approved budget develops or occurs.

Accordingly, the Chief of Staff shall ensure that:

1. Except as noted in b.iii. and b.iv. (below), any designated or restricted donation of monetary funds or instruments are not accepted unless the Board approves. Additionally:
 - a) Designated or restricted donations will only be considered for acceptance
 - i. if they are designated for purpose(s) consistent with the stated mission, purposes, and priorities of HUUC, and
 - ii. the sustainability of the program(s) and/or activity(ies) affected by a designated donation has been weighed by the Chief of Staff and Board, and
 - iii. there is reason to believe the gift will not adversely affect the HUUC budget, and
 - iv. in addition, one of the following must apply:
 - The donor’s designation/restriction is broad (e.g., Endowment Fund; scholarship fund), or
 - The donation is in response to other specific need(s) identified by the Board and not included in the current budget.
 - b) The Chief of Staff may accept:
 - i. Tangible items (e.g., furniture, electronic equipment, etc.) if in compliance with 1.a.i. above, and with documented agreement of the donor that the item(s) will be sold or otherwise disposed of if and when that item is no longer needed by programs of the church.
 - ii. Designated or restricted donations of monetary funds or instruments if they are in response to a targeted fundraising effort approved by the Board (e.g., capital improvements, etc.).
 - iii. Unrestricted gifts (those with no designation for usage), without Board approval, provided that such gifts are consistent with HUUC’s stated mission, purposes, and priorities.
 - iv. Restricted gifts of no more than \$1,000, unless approved by the Board, provided that such gifts are consistent with Horizon’s stated mission, purposes, and priorities, and the Chief of Staff notifies the Board in writing via the monthly Minister’s Report of the acceptance of any such gift(s).
2. Any funds restricted by the donor, the Board, or the Congregation are not expended or invested in a manner inconsistent with the restriction.
3. All unrestricted bequests received are directed to the Board for a decision on and approval of usage; i.e., contribute to a capital campaign, use for operating purposes, allocate to the Endowment fund, etc. These funds may also be split between several uses, as determined by the Board.

4. The Church is not indebted, other than routine use of credit accounts/cards, in any amount without prior approval of the Board.
5. Cash and liquid assets are sufficient to meet payroll and debts in a timely manner.
6. The liquid assets reserve stays at or above 12.5% of the current annual expense budget in any month unless the Board gives prior approval.
7. Any contracts entered into by the Church shall not be violated unless the Board gives prior approval.
8. Any contract with a cost equal to or above \$5,000 is not recommended for Board execution unless three (3) or more competitive bids are secured or approval is obtained from the Board for fewer bids.
9. Funds intended for church use (e.g., collections, bookstore revenues, etc.) are not received, processed, or disbursed in a way that might reasonably allow the funds to be misappropriated, or allow others to receive, process, or disburse such funds in this way.
10. Tax payments or other government-ordered payments or filings are not overdue or inaccurately filed.
11. Real property is not acquired, encumbered, or disposed of without prior Board approval.
12. Unpaid pledges are addressed appropriately within a reasonable amount of time.
13. Unpaid non-pledge receivables are aggressively pursued after a reasonable amount of time.
14. A line of credit through a financial institution is not authorized without the prior approval of the Board.

Floyd L. McGlothlin
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 11/17/2016
Revised: 09/20/2017

Carolyn Moore
President, HUUC Board of Trustees

Revised: 5/23/2021
Revised: 6/30/2023

Policy 2.7 Minister’s Discretionary Fund

The Minister’s Discretionary Fund (MDF) was established, and is voluntarily funded by, the Congregation as a way to confidentially assist members and the community served by HUUC when warranted. The Chief of Staff and Board President shall be designated signers on the MDF account and may distribute from the fund as requested or when there is understanding of a need. Contributions to the fund may not be designated for the benefit of any particular recipient so that the contributions can remain tax-deductible.

General purposes for which the fund can be used include, but are not limited to, the following:

- Utility bills
- Rent
- Medical bills
- Food
- Tuition
- Transportation expense
- Other applicable needs or expenses as determined by the Chief of Staff

The Chief of Staff shall not distribute monies from the MDF for themselves or a family member, and shall:

1. Keep a written record of all MDF transactions in a locked file at the church. If distributed as cash or a gift card, record the transaction, date, amount, and purpose.
2. Provide an annual report to the Board of all amounts paid from the MDF, listing the dates and purposes of the payments, but not the names of the recipients.
3. If given to a church employee, distribute it through payroll so that payroll taxes and reporting are correctly calculated and reported.
4. When needing to be reimbursed by the MDF for monies spent out of pocket, complete an expense report to be signed by the Board President.

The Board shall provide oversight of the MDF by ensuring that distributions are used for their intended purpose. To this end, the Treasurer shall annually review the MDF canceled checks, receipts, and transactions in a way that preserves confidentiality and the anonymity of the MDF recipients. The Treasurer shall bring any issues to the Chief of Staff and the Board President for discussion.

Carolyn Moore
President, HUUC Board of Trustees

Approved: 5/23/2021

Policy 2.8 Asset Protection

With respect to proper stewardship of the Church’s assets, the Chief of Staff shall not risk losses beyond those necessary in the normal course of business.

Accordingly, the Chief of Staff shall ensure the Church carries appropriate insurance that:

1. insures against theft and casualty losses at not less than 80% of current replacement value, less reasonable deductible and/or co-insurance limits; and
2. insures against corporate and personal liability of Board members and staff, considering pertinent statutory provisions for indemnification and exemptions applicable to State non-profit organizations.

Additionally, the Chief of Staff shall not:

1. Allow unauthorized personnel access to material amounts of funds.
2. Subject plant and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the Church, its Board, or staff to claims of liability or risk its nonprofit status.
4. Purchase goods or services that cost more than \$2,500 without at least two (2) competitive price quotes.
5. Receive, process, or disburse funds under controls insufficient to meet Generally Accepted Accounting Practices (GAAP) or other relevant governmental standards.
6. Invest operating capital in insecure instruments, including uninsured checking accounts and bonds or CDs of less than “A” rating.
7. Fail to protect intellectual property, information, and files from significant damage, excluding the work of called ministers of the church, who are the sole owners of their intellectual property.
8. Dispose of any property with a reasonably anticipated value of \$500, without prior Board approval.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 11/17/2016

Carolyn Moore
President, HUUC Board of Trustees

Revised: 5/23/2021
Revised: 6/30/2023

Policy 2.9 Ends Focus of Grants and Contracts

REVENUE:

Grants - Any grant on behalf of the Church from outside funding agencies shall be approved by the Board prior to submission of the grant. The Board President or Vice President will sign any approved grant submission.

- If a congregant or staff member wants to apply for a grant benefitting the church, the requestor must present the grant to the Board for approval prior to writing the grant request. The requestor must also present the final written request to the Board for approval before submission.
- If the grant is from NTUUC or another UU resource, the grant request should be applied for and written in conjunction with the Board.

Contracts - Any contract resulting in revenue to the Church and/or use of its facilities and grounds that exceeds \$6,000 shall be approved by the Board prior to execution of the contract. The Board President or Vice President will sign any approved contract that exceeds \$6,000.

In consultation with the Chief of Staff, the Board shall designate one or more persons to assure any grant or contract supports HUUC’s Ends and utilizes acceptable Means. The designee(s), under the supervision of the Board President or Vice President shall:

1. Oversee any grant application process and/or contract discussions for which they are assigned responsibility.
2. Collect, review, and retain information about the grant application and/or contract parameters.
3. Collect, review, and retain follow-up reports on grant activities and/or contract performance by all parties.
4. Consider the budgetary, staff, and facility impacts of the grant application and/or revenue contract.
5. Report to the Board on a regular basis all activities pursuant to any grant awarded to the Church.

EXPENSE:

With consent of the Board, the Board President or Vice President shall execute any contract on behalf of the Church that requires the expenditure of Church funds exceeding \$10,000. All contracts below the \$10,000 threshold may be executed by the Director of Lifespan Religious Education and/or Administrator, with approval of the Chief of Staff. All contracts shall be revisited and re-signed on an annual basis, if renewed. The Board shall not fail to seek legal advice, when necessary, to interpret and assess contractual terms prior to the contract’s execution.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 11/17/2016

Eric Freeman
Interim President, HUUC Board of Trustees

Revised: 2/19/2020

Carolyn Moore
President, HUUC Board of Trustees

Revised: 5/23/2021
Revised: 6/30/2023

Policy 2.10 Communications

The Chief of Staff shall ensure that members and non-members in the larger community are informed in a structured, consistent, and positive manner regarding HUUC, HUUC events, and HUUC values. Social media (e.g., Facebook, Twitter, YouTube, Pinterest) and the HUUC website shall be considered integral aspects of our network of communications.

Accordingly, the Chief of Staff shall:

1. Work with the staff and/or volunteers to oversee and monitor all communications efforts for appropriateness, including social media content, and to ensure it supports our mission.
2. Ensure that procedures are developed for all communications activities, including but not limited to the website, social media, all-church emails, weekly newsletter, scrolling announcements in the sanctuary, order of service inserts, and the Wayside Pulpit.
3. In approving use of the Horizon Unitarian Universalist Church name or any variation of that name, which can reasonably be interpreted to represent the church to publicly endorse or support a position, person, or event:
 - a) reserve use of the name for issues that reflect a core value of the church;
 - b) ensure that the issue has broad, though not necessarily unanimous, Congregational support;
 - c) not endorse or support in the name of the Church or its ministries any political activity or candidate as proscribed by regulation of the U.S. Internal Revenue Service or other relevant statute.
4. Not act independently of established policies and procedures in areas pertaining to communications, as defined above.

Floyd L. McGlothlin
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 8/16/2017

Carolyn Moore
President, HUUC Board of Trustees

Revised: 6/30/2023

Policy 2.11 Communications and Support of the Board

The Chief of Staff shall not cause, or allow others to cause, the Board to be uninformed or unsupported in its work.

Accordingly, the Chief of Staff shall:

1. Submit monitoring data required by the Board in a timely, accurate, complete, and understandable fashion.
2. Present all other types of information to the Board in a manner that is timely, accurate, complete, concise, and understandable, and facilitates decision-making.
3. Inform the Board in a timely manner of relevant trends, public policy initiatives, anticipated media coverage, external and internal changes that are substantive in scope, staffing decisions, and particularly changes in the assumptions upon which any policy has previously been established.
4. Advise the Board if the Chief of Staff perceives the Board to be out of compliance with its own policies on Governance Process and Board—Executive Linkage, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the Chief of Staff.
5. Recommend changes to policies in a timely manner.
6. Deal with the Board as a whole except when fulfilling individual requests for information or responding to members duly charged by the Board.
7. Report in a timely manner any actual or anticipated noncompliance with any policy of the Board.
8. Assure adequate support to the Board in its activities and/or communication to the Congregation or other relevant persons/organizations.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Carolyn Moore
President, HUUC Board of Trustees

Revised: 6/30/2023

Policy 2.12 Emergency Minister Succession

To protect the Congregation and Board from sudden loss of the executive duties of the Chief of Staff, the Chief of Staff shall not fail to maintain a procedure manual(s) outlining executive duties, issues, and processes for the operations of HUUC.

The Chief of Staff shall, as needed, temporarily modify these procedures and/or designate a specific individual(s) to assume part or all of her/his/their duties and responsibilities in the event of a planned or unplanned absence or inability to perform. The procedure changes and/or the name of the designee(s) shall be communicated to the Board, staff, and volunteers.

The Board shall appoint one of its members or another person to assume the duties of the Chief of Staff if a designee is not appointed for any reason, in the event of an unplanned absence, or if an absence of the Chief of Staff is anticipated to last thirty (30) calendar days or more. Additionally, the Board may choose to utilize UUA resources in the event of an extended absence of the Chief of Staff.

Floyd L. McGlothlin
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 4/12/2016
Revised: 8/16/2017

Policy 2.13 Shared Ministry

Shared Ministry affirms the value and necessity of mutually affirmed visions, wisdom, capacities, skills, and commitments of the laity and professional ministry in facilitating the mission of the Congregation.

Accordingly, the Chief of Staff shall:

1. Empower congregants directly affected by programs and decisions by communicating with them in a timely fashion and soliciting appropriate feedback.
2. Delegate decision-making and authority to the appropriate levels enabled by the use, maintenance, and availability of written procedures and job descriptions.
3. When appropriate, engage concerned members of the Congregation in an open conversation regarding its deliberations.
4. When appropriate, engage the Board to assume certain duties, some of which are detailed in these policies.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Carolyn Moore
President, HUUC Board of Trustees

Revised: 6/30/2023

Policy 2.14 Affiliation of a Community Minister

Within the Unitarian Universalist Association, community ministers are persons qualified to perform ministries of counseling, chaplaincy, social justice, education in religious studies, mediation, or other such ministries as the UUA’s Ministerial Fellowship Committee may recognize.

An Affiliated Community Minister for HUUC must be:

- a person in ministerial fellowship with the Unitarian Universalist Association (UUA);
- a member in good standing of a UUA Congregation;
- a minister invited to be an Affiliated Community Minister by HUUC’s Congregation, upon the recommendation of the Settled Minister, with the concurrence of the Board of Trustees.

The Affiliation Covenant between HUUC and the Affiliated Community Minister is approved by:

1. the Settled Minister
2. the Board of Trustees
3. the Community Minister to be affiliated
4. the Congregation at a Congregational meeting

Accordingly:

1. Affiliated ministers are not to be employed by nor paid by HUUC on any permanent basis. When the Community Minister officiates at a wedding, funeral, or memorial service, or provides other ministerial services at the church, they will be paid the UUMA-recommended honorarium by the individuals involved, whether they are members or non-members.
2. The duties of the Community Minister are to be agreed upon annually with the Settled Minister and set out in a Covenant of Agreement.
3. The Community Minister shall have access to the church facilities, photocopier, telephone, etc. for services rendered to the Congregation, and the wider UU community. There should be no financial impact for such use of church facilities or equipment. Any additional expense must be negotiated and approved in advance.
4. The Community Minister shall be identified as such on all staff lists, in annual reports to the UUA and the Southern region, on the church website, member directory, Orders of Service, etc. The Community Minister may serve as a ministerial delegate from HUUC at the General Assembly of the UUA and at other district or regional meetings. Participation would not reduce the number of lay or ministerial delegates apportioned to our Congregation. Expenses for this and other denominational activities will be negotiated in the annual Covenant of Agreement.
5. The Community Minister and Settled Minister shall meet at least quarterly to review their relationship and to determine how the ministry of the Community Minister is working in the life of the church.
6. The UUMA Code of Professional Practice shall be carefully observed by both the Settled Minister and the Community Minister. If difficulties arise, they may be resolved through meeting with the Good Offices of the UUMA. The affiliation of the Community Minister may be terminated by his or her own resignation with thirty (30) days’ notice, or by the recommendation of the Settled Minister and with the concurrence of the Board, upon thirty (30) days’ notice. Should the Settled

Minister resign, the Community Minister shall seek to establish a harmonious working relationship and a Covenant with the new Minister.

7. Changes in this policy may be made by agreement among the ministers concerned and shall be effective thirty (30) days after written notice of the change is forwarded to the Board, unless the Board votes to delay or reject the change.

Eric Freeman
President, HUUC Board of Trustees

Approved: 6/14/2020

Policy 2.15 Facility Usage

The HUUC facilities and equipment are available to members of HUUC, other religious ministries, and community services/activities that are compatible with the mission and goals of HUUC. In accordance with our commitment to our communities, the following policy is established to clarify responsibilities and authorities regarding facility usage and to iterate general guidelines for prioritization of requests for usage of our facilities and/or grounds.

Accordingly:

1. HUUC facilities and/or grounds may be used, with prior approval of the Minister/Chief of Staff or their designee, by church members and staff for scheduled activities that support the mission and ministries of HUUC, and which comply with requirements identified below for non-members and community organizations:
 - a) Celebrations of significant life passages, including but not necessarily limited to weddings of members or their family members or memorial services, will be considered as ministries of HUUC.
 - b) Fund-raising activities that benefit the church, and similar non-recurring activities, will be considered as ministries of HUUC.
2. Approval for use of HUUC facilities and/or grounds will not be given for activities that conflict with planned activities of the church.
 - a) HUUC reserves the right to disapprove any requested use of its facilities and/or grounds to any member, ministry, non-member, or community organization.
 - b) Appeal of any disapproval may be submitted in writing to the President of the Board of Trustees within five (5) calendar days of denial. Decisions of the Board acting with a quorum present shall be final.
3. HUUC facilities and/or grounds may be used, with prior approval, by non-members and community organizations, with the following requirements:
 - a) The goals, positions, or agendas of the requesting organization/individual are not contrary to the principles of HUUC or the UUA.
 - b) The requesting non-member or organization has agreed in writing to conditions regarding usage and any associated fees.
 - c) The requesting non-member or organization is not engaging in any profit-oriented activity while using HUUC facilities and is not engaged in any political endorsement or other activity disallowed by statute or case law for churches and/or non-profit corporations.
 - d) If alcohol is to be allowed at the activity, it may not be sold, may not be served or given to any person under the age of 21, and shall be limited to beer, wine, and champagne with alcohol by volume of less than 15% (i.e., no fortified wines or distilled liquors).
4. Recurring use by non-members and/or community organizations shall require a written contract between the group and HUUC.
5. Reservations for the use of HUUC facilities/grounds shall take into account the following priority guidelines. As they deem necessary, the Minister/Chief of Staff and staff may develop more

detailed written prioritization guidelines:

- a) Worship and Religious Education/Exploration activities
 - b) Life passage activities (memorial services, weddings, anniversaries, birthdays, etc.)
 - c) Church administration
 - i. Board meetings
 - ii. Circle, committee, or task force meetings
 - d) HUUC ministries
 - e) HUUC fund-raising events
 - f) Unitarian Universalist groups (e.g., UUA, NTUUC, other UU churches)
 - g) Non-church groups and organizations
 - i. Recurring events scheduled by contract
 - ii. Non-recurring events
6. HUUC maintains a Memorial Garden to honor members, current and former, who are deceased:
- a) Families and/or friends may request a plaque displaying the name and dates of birth and death of a deceased person. The plaque, upon approval by the Chief of Staff, will be priced to each family to not exceed the current cost of the plaque and a reasonable surcharge to cover maintenance of the display area.
 - b) Non-members of HUUC may be honored in the Memorial Garden by approval of the Chief of Staff or designee. Plaques will be charged at the same rate as for members.
 - c) With approval of the Chief of Staff or their designee, the cremated remains of a person may be scattered on the grounds of the Memorial Garden or other designated areas of HUUC's property.

John D. Gill
President, HUUC Board of Trustees

Approved: 11/17/2016
Revised: 5/17/2016

BOARD—CHIEF OF STAFF LINKAGES

Policy 3.1 Global Statement of Board—Chief of Staff Relationship

The Board will hold the Chief of Staff (Minister) accountable for the operational organization of HUUC, and its achievements and conduct, and for assuring all operations support the ends of the church, as approved by the Board. The Chief of Staff shall be the Minister, who in turn has the authority to delegate decision-making as they deem appropriate to members of any organizational structure under their supervision.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Policy 3.2 Unity of Control

Only decisions of the Board acting as a body are binding on the Chief of Staff. Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Chief of Staff unless the Board, acting as a body, has specifically authorized one member to exercise that authority.
2. In the event one or more Board members or committees request information or assistance without prior Board authorization, the Chief of Staff may assess that request to determine if, in their opinion, it requires a material amount of time or funds, or is disruptive, and, if so, refuse the request. The refusal of the request should be communicated to the Board as a matter of information.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Policy 3.3 Accountability of the Chief of Staff (Minister)

The Chief of Staff is the Board’s primary link to the day-to-day operations of the church. With the exception of individual(s) chosen by the Board for specific task(s), paid and volunteer staff, including non-employee consultants, are accountable to the Chief of Staff.

1. The Board shall not give instructions or directives to persons who report directly or indirectly to the Chief of Staff.
2. The Board shall not formally evaluate any staff other than the Chief of Staff.
3. The Board will recognize organizational performance as synonymous to performance of the Chief of Staff, and achievement or failure to achieve Board-stated Ends and/or violation of Board-stated Means will be viewed as the performance of the Chief of Staff.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Policy 3.4 Delegation to the Chief of Staff (Minister)

The Board will delegate authority to the Chief of Staff through written policies and/or other formal communications approved by a majority of a quorum of the Board. These communications prescribe the organizational Ends to be achieved and describe circumstances and actions to be avoided. The Chief of Staff will be allowed to apply any reasonable interpretation of policies and other formal communications in the pursuit of established Ends.

Accordingly:

1. The Board will develop and approve policies instructing the Chief of Staff to achieve specific results, for certain recipients, at a specified cost. These Ends and Limitations within the policies will be reviewed by the Board on a periodic basis and revised as appropriate.
2. The Board will develop policies that limit the latitude the Chief of Staff may exercise in choosing organizational means to accomplish designated Ends.
3. The Chief of Staff is authorized to establish procedures to appropriately and consistently implement Board policies, to make decisions, take actions, establish routine practices, and develop any activities, as long as the Chief of Staff uses any reasonable interpretation of the Board's Ends and Executive Limitations policies.

Floyd L. McGlothlin
President, HUUC Board of Trustees

Approved: 1/20/2016
Revised: 7/19/2017

ENDS

Policy 4.1 Global Ends Statement

Horizon Unitarian Universalist Church is a liberal religious community where all may grow through worship, education, service and fellowship, a community that encourages lives of integrity, service, and joy.

John D. Gill
President, HUUC Board of Trustees

Approved: 6/ 15/2016

Policy 4.2 Spiritual Development

The spiritual lives of our members, friends, and visitors grow as we

- support the free and responsible search for truth and meaning.
- develop personal and communal worship practices through diverse services, which are multigenerational, multiracial, and utilize a variety of modalities.
- foster religious dialogue free of dogma and open to differing values.
- offer relevant, thought-provoking experiences and sermons that inspire us to be better people and to reflect on our lives and our connections within the community.
- embrace a wide range of creative, artistic, and musical experiences that move, uplift, and sustain us.
- come together to share and honor important events in our individual lives and the life of our church.

Floyd L. McGlothlin
President, HUUC Board of Trustees

Approved: 6/15/2016
Revised: 7/19/2017

Policy 4.3 Caring and Inclusive Community

Members, friends, and visitors feel welcomed and supported as we

- affirm the inherent worth and dignity of every person in an open, inclusive, safe, and accessible environment.
- care for and support one another in times of celebration, sorrow, and transition.
- experience a sense of belonging and meaningful relationships with each other and the church community.
- value, foster, and commit to diversity in all forms.
- foster a culture of open, inclusive leadership and meaningful engagement.
- provide a welcoming place for meaningful events that serve a wide audience and inspire community dialogue.

John D. Gill
President, HUUC Board of Trustees

Approved: 6/15/2016

Policy 4.4 Lifespan Religious Education

Our Congregation and our broader community are enriched and transformed by religious education programs as we

- understand and teach Unitarian Universalist values, identity, and practices.
- encompass the principles and histories of Unitarian Universalism, liberal religious traditions, world religions, and the history of Horizon Unitarian Universalist Church.
- deepen the spiritual and ethical lives of adults, youth, and children by engaging them in open-minded dialogue.
- foster religious inquiry, social analysis, and public conversation with the larger community.

John D. Gill
President, HUUC Board of Trustees

Approved: 6/15/2016

Policy 4.5 Community Involvement

Our lives and the lives of those with whom we engage are transformed and our world is improved as we

- act on our principles by advocating and working for justice, equality, peace, and freedom.
- create opportunities and take meaningful and visible actions for community service and advocacy.
- open our doors and our hearts to those who seek comfort, courage, and meaning.
- reach out across differences and stand together in opposition to injustice of all kinds.

John D. Gill
President, HUUC Board of Trustees

Approved: 6/15/2016

Policy 4.6 Stewardship and Sustainability

Horizon Unitarian Universalist Church is sustained over time by responsible stewardship as we

- express gratitude and commitment through sharing our resources, time, talents, and creativity.
- nurture and develop volunteers and leaders, and enrich lives through their activities with our church community.
- value our resources and facilities and use them in service of our highest values and aspirations.
- operate with transparency and accountability.

John D. Gill
President, HUUC Board of Trustees

Approved: 6/15/2016