

**POLICIES OF THE
BOARD OF TRUSTEES
OF
HORIZON UNITARIAN UNIVERSALIST CHURCH**

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Policies of the Board of Trustees 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 managing of our church and its ministries. They should be read in conjunction with the By-Laws of HUUC. Should conflict exist between any of these policies, the By-Laws will take precedence.

These policies are:

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.

Executive Limitations. These define the constraints on the Chief of Staff's authority, 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 which 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 minister's role and the reporting the Board expects to receive and use in monitoring results in achieving the mission of Horizon.

Ends Policies. 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.

Governance Process

Global Governance Commitment

Policy 1.1

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

Governance Process

Governing Style

1.2

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.

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 towards 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

Governance Process

Board Job Description

1.3

The job of the Board is to represent the Congregation of Horizon Unitarian Universalist Church in determining appropriate organizational direction and performance.

Accordingly:

- 1) The Board will assure the creation and maintenance of a Strategic Plan and Annual Goals based on the mission of the church
- 2) The Board will produce written governing policies that address:
 - a) Ends: Organizational programs and services, effects, benefits, outcomes, recipients, and relative worth (i.e. what good for which recipients at what cost).
 - b) Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c) Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 - d) Board-Chief of Staff Linkage: How power is delegated, and its proper use monitored; the Chief of Staff role, authorities, and accountability.
- 3) The Board will monitor and evaluate the performance of the Minister as Chief of Staff in the execution of 2(a) and 2(b), above.

Floyd L. McGlothlin
President, HUUC Board of Trustees

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

Governance Process

President's Role

1.4

In accord with the HUUC by-laws, 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 complies with its own rules and those legitimately imposed upon it from outside the organization.
 - a) Ensures that Board meeting agenda items address only those issues which, according to Board policy, clearly belong to the Board to decide, not the Chief of Staff.
 - b) Ensures that Board deliberation will be fair, open, thorough, timely, orderly, and relevant.
- 2) The President has the authority to make 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 Chair decisions and interpretations within the area(s) delegated to her or him.
 - 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

Governance Process

Trustees' Code of Conduct

1.5

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) Members' loyalty is to the Congregational interests of HUUC 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) 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 member has an unavoidable conflict of interest, or may reasonably appear to have such a conflict, that member shall absent herself or himself without comment from not only the vote but also from the deliberation by leaving the meeting. Any Trustee with a conflict of interest who absences himself/herself from discussion and voting on an issue may still be counted in determining the presence of a quorum.
 - c) Board members must not use their positions to obtain church employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign from the Board.
 - d) 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 other Trustees. This will be documented in the meeting minutes. Members will also 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 Horizon may not serve on the Board of Trustees.
- 3) Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies or HUUC By-Laws.
 - a) Members' interaction with the Chief of Staff or with other staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - b) Members, except for the President, interacting with the public, press, or other entities are not authorized to speak for the Board except to repeat explicitly stated Board decisions.
 - c) 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

Governance Process

Safe Congregation

1.6

Horizon Unitarian Universalist Church (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 environment free of discrimination and harassment based on race, color, ethnicity, religion, nationality, age, physical ability, gender, gender identification, sexual/affective 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 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
 - National multi-state criminal records search
 - National sex offender registry search
 - Social security number trace and alias search
 - County criminal records search for every county where the applicant has lived or worked over the past (3) years
 - b) Criminal background checks shall be repeated every three years for all employees and any volunteer who works with children. Seasonal employees or volunteers who have been absent from work more than 1 year, shall have a new background check prior to resuming work.
 - c) 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 Horizon for a minimum of six (6) months prior to appointment.

- 3) Disruptive behavior: HUUC affirms its commitment to the support of each individual's search for truth through the provision of a venue which allows 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. Any individual unable or unwilling to enter into such a covenant and who threatens the physical and/or emotional well-being of another or the freedom to safely express his or her beliefs or opinions shall be addressed firmly and promptly within the following guidelines.
 - a) Intentional disruptive behavior 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.

- b) If an immediate response is required, the Chief of Staff, Board President and/or the leader of the group may ask the offending person(s) to be silent and cease the offending behavior(s). If the person refuses or is unable to comply he/she shall be asked to leave the church premises. 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.
- c) In any such instance, a summary of the incident, including the name(s) of the offending person(s), and actions taken shall be distributed to the Chair of the Committee on Shared Ministry, to the Chief of Staff and the Board President in a timely manner. Such written report shall be maintained by each party in a confidential manner.
- d) Situations not requiring immediate response will be referred to the Committee on Shared Ministry for review and, at their discretion, action.
- e) To aid in evaluating the problem and potential actions, the Committee will consider:

DANGEROUSNESS- Is the individual the source of a threat or perceived threat to persons or property?

DISRUPTIVENESS- How much interference with church functions is going on?

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

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?

HISTORY- What is the extent, if any, of disruption in the past?

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 Horizon Unitarian Universalist Church, 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 facility of HUUC.
- c) Any person(s) openly carrying a 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. Persons having complaints outside of these areas may be assisted

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, other than directly to benefit Horizon Unitarian Universalist Church, must be approved by the Board of Trustees.

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

Governance Process

Personnel Grievance

1.7

Pursuant to Board Policy regarding "*Treatment of Paid and Volunteer Staff*" (Executive Limitations), the following shall guide any grievance 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 *Treatment of Paid and Volunteer Staff*, point 4) shall be submitted in writing to the President of the Board (or Vice-President in the event of the President's absence), within ten (10) working days of the grieved action, with 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 both involved parties (the employee(s) 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. The Board is responsible to be 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 his/her 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 recordings (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 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 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 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 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 he/she 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 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 Boards' final disposition shall be sent via certified letter, receipt requested, to the grievant 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 -- 5 minutes [may be deferred until the grievant's presentation, at discretion of grievant].
 - c) Presentation of case, including any witnesses, by Chief of Staff. Grievant may cross-examine each witness if desired.
 - d) Presentation of case, including any witnesses, by grievant. Chief of Staff may cross-examine each witness if desired, followed by opportunity for grievant to ask further clarifying questions if desired.
 - e) Closing statement by grievant -- 10 minutes.
 - f) Closing statement by Chief of Staff -- 10 minutes.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Governance Process

Expense Reimbursement

1.8

In accordance with IRS guidelines, Horizon Unitarian Universalist Church (HUUC) shall 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:
 - For transportation, travel, and hosting expenses, provide an original receipt including the amount, date, place and business purpose;
 - For hosting expenses, provide also the business relationship of the person(s) entertained.
 - d. Reimbursement requests must be submitted with all appropriate documentation to HUUC’s accounting staff at least monthly. Requests submitted more than 60 (sixty) 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. Reimbursements requests to be charged to budget lines other than a professional expense allowance, must be approved by the person responsible for the budget category, 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 her/his 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 her/his 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.
- f. Clerical gowns, robes, and religious garments. Reimbursement for these items are available only to called ministers of HUUC and are assumed to have no market value as they are personal to the minister.
- g. Entertainment/Meals/Gifts for the purpose of carrying out the ministry/business of HUUC.

Gifts, which must satisfy the purpose of supporting ministry requirement, are limited to \$25 per person per year.

Entertainment/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 entertainment/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 entertainment/meal was associated with congregational business/ministry, AND it directly preceded or followed a substantial congregational business/ministry discussion.
- 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 the employee to properly carry out her/his responsibilities and perform her/his duties, and which meet the criteria outlined below:
 - 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);
 - Are required to enable the individual to properly perform her/his duties; and
 - Do not duplicate already provided equipment or tangible items.

Ownership of any and all equipment will be retained by HUUC with a declining value 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. Receipts. Required receipts may be waived at the discretion of the approving authority for any expense of less than \$50.
- 4. Excess reimbursements. Any reimbursement that exceeds the amount of business or professional expenses budgeted must be returned to HUUC within 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 30 days after the individual has been notified of the excess. In neither circumstance shall the excess be retained by the minister/staff.

5. Tax reporting. HUUC shall not include in a minister/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.
6. 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.
7. 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.
8. Retention of records. All receipts and other documentary evidence to substantiate business or professional expenses reimbursed under this plan shall be retained by HUUC. It is recommended that staff/volunteers keep copies of receipts for their own records.
9. 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

Governance Process

Appointment of Delegates and Other Representatives

1.9

Recognizing the importance of the selection of delegates to the annual meeting of the Unitarian Universalist Association, representative(s) to the North Texas Unitarian Universalist Congregations (NTUUC) Board, membership on any standing or ad hoc committee of NTUUC, and congregants to attend sponsored leadership training, the Board of Trustees establishes the following criteria for eligibility and guidelines for selection and Board approval.

Criteria: Congregants interested in any of the above identified roles:

- Must have been a voting member of Horizon Unitarian Universalist Church (HUUC) for not less than two years immediately preceding appointment.
- Must have served as a paid staff of HUUC or as a volunteer on one or more committees or in a leadership role with one or more identified ministries of HUUC for not less than one year immediately preceding appointment.
- 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.
- 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 his or her conscience as to what best supports the mission of HUUC and of our faith.
- Make reports to the Board as appropriate.
- Registrants at any sponsored leadership training shall, additionally, commit to service at HUUC in an appropriate capacity following completion of training.

Selection Process:

1. Congregants wishing to participate in any (or all) of the above activities must notify the Justice & Faith Connections Circle Coordinator in writing or orally no later than the deadline stated in a congregational announcement.
2. The Justice & Faith Connections Circle Coordinator and the Minister/Chief of Staff will consider all requests received and make recommendations to the Board of Trustees. The Justice & Faith Connections Circle Coordinator and/or the Minister/Chief of Staff may interview any applicant at their discretion.
3. The Board, in Executive Session, shall consider each recommendation. At the Board's discretion the Justice & Faith Connections Circle Coordinator may be present in the Executive Session.
4. Any appointment shall be by a majority vote of a quorum of the Board, said vote taken in open session.
5. 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

EXECUTIVE LIMITATIONS

Global Executive Constraint

Policy 2.1

The Chief of Staff/Minister shall not cause or allow any practice, activity, decision, or organizational circumstance that is in violation of our Unitarian Universalist principles, our Bylaws, Board-approved policies, our Ends or Mission, of commonly accepted business and professional ethics, prudence, or of any laws.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

EXECUTIVE LIMITATIONS

Treatment of Members, Friends and Visitors

2.2

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:

- violate the confidentiality of personal information, including but not limited to health and/or personal circumstance.
- violate the confidentiality of member pledge amount information, except as required for gathering pledges.
- 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

EXECUTIVE LIMITATIONS

Treatment of Paid and Volunteer Staff

2.3

With respect to treatment of staff and volunteers, the Chief of Staff shall 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 grieving 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

EXECUTIVE LIMITATIONS

Compensation and Benefits

2.4

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, benefits or change allocated professional expenses as established by the Board without prior approval of the Board.
3. change his/her compensation, benefits or allocated professional expenses without prior approval of the Board.
4. promise or imply permanent or guaranteed employment to any person.
5. propose current compensation and benefits that:
 - a. Deviate materially from applicable UUA guidelines and nonprofit or geographic markets for the skills employed, absent legitimate articulated reasons.
 - b. Create obligations 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.
6. propose deferred or long-term compensation and benefits that cause unfunded liabilities to occur or in any way commit the organization to benefits that include unpredictable future costs.
7. propose inequitable compensation and/or benefits for staff in similar circumstances.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

EXECUTIVE LIMITATIONS

Financial Planning and Budgeting

2.5

The Chief of Staff shall present to the Board in a timely manner a recommended annual budget for review and approval prior to submission to the Congregation at the Annual Meeting.

Budgeted expenditures may not exceed reasonable estimates of revenue, with any excess revenue allocated to a reserve account for future needs. In the event of unforeseen or emergent circumstances:

1. The Chief of Staff shall propose to the Board for its approval before implementation any adjustments to the approved budget in excess of \$300/month.
2. The Chief of Staff shall propose to the board a revised budget if adjustments to the approved budget are in excess of 10% of the total budget. The revised budget must be approved by the congregation.

With respect to fiscal planning, the Chief of Staff shall not jeopardize either the programmatic or fiscal integrity of the Church. Accordingly, the Chief of Staff shall not cause or allow fiscal projections that:

1. contain too little detail to enable 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 articulated reasons.
3. do not separately present a plan for capital expenditures and the means to pay for them. Capital expenditures are all repayments of debt and any building additions or equipment purchases over \$5,000.00 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

EXECUTIVE LIMITATIONS

With respect to the Church's actual ongoing financial activities, the Chief of Staff shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the approved budget.

Accordingly, the Chief of Staff shall not:

1. except as noted in 1.d. and 1.e. (below), accept any designated or restricted donation of monetary funds or instruments without approval of the Board of Trustees.
 - 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 Horizon Unitarian Universalist Church
 - 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.
 - b. In addition, one of the following must apply:
 - i. The donor's designation/restriction is broad (e.g., endowment fund; scholarship fund), or
 - ii. The donation is in response to other specific need(s) identified by the Board and not included in the current budget.
 - c. The Chief of Staff may accept 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.
 - d. Designated or restricted donations of monetary funds or instruments may be accepted by the Chief of Staff if they are in response to a targeted fundraising effort approved by the Board (e.g., capital improvements, etc.).
 - e. Unrestricted gifts may be accepted by the Chief of Staff without Board approval, provided that such gifts are consistent with Horizon's stated mission, purposes, and priorities. Restricted gifts of no more than \$500.00 may be accepted by the Chief of Staff without Board approval, 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. expend or invest any funds restricted by the donor, the Board or the Congregation in a manner inconsistent with the restriction.
3. indebt the Church, other than routine use of credit accounts/cards, in any amount without prior approval of the Board
4. allow cash and liquid assets to be insufficient to meet payroll and debts in a timely manner.
5. allow non-reserved cash and liquid assets to fall below 12.5% of the current annual budget in any month without prior approval of the Board.
6. violate any contracts entered into by the Church without prior approval of the Board.
7. recommend for Board execution any contract with a cost equal to or above \$5,000 without either securing competitive bids or getting approval from the Board for a sole source justification and approval.

8. receive, process, or disburse funds intended for church use (e.g. collections, bookstore revenues, etc.) or allow others to receive, process, or disburse such funds in a way that might reasonably allow the funds to be misappropriated.
9. allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
10. acquire, encumber, or dispose of real property without prior Board approval.
11. fail to appropriately pursue unpaid pledges after a reasonable amount of time.
12. fail to aggressively pursue unpaid non-pledge receivables after a reasonable amount of time.
13. authorize a line of credit through a financial institution without the prior approval of the Board of Trustees.

Floyd L. McGlothlin
President, HUUC Board of Trustees

Approved: 1/20/2016

Revised: 11/17/2016

Revised: 09/20/2017

EXECUTIVE LIMITATIONS

Asset Protection

2.7

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 not:

1. fail to insure against theft and casualty losses at not less than 80% of current replacement value less reasonable deductible and/or co-insurance limits.
2. fail to insure against corporate and personal liability of Board members and staff, considering pertinent statutory provisions for indemnification and exemptions applicable to State non-profit organizations.
3. allow unauthorized personnel access to material amounts of funds.
4. subject plant and equipment to improper wear and tear or insufficient maintenance.
5. unnecessarily expose the Church, its Board, or staff to claims of liability or risk its nonprofit status.
6. make any purchase of goods or services of over \$2,500.00 without at least three competitive price quotes.
7. receive, process, or disburse funds under controls insufficient to meet Generally Accepted Accounting Practices or other relevant governmental standards.
8. invest operating capital in insecure instruments, including uninsured checking accounts and bonds or CDs of less than "A" rating.
9. 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.
10. 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

EXECUTIVE LIMITATIONS

Ends Focus of Grants and Contracts

2.8

REVENUE: Any grant on behalf of the Church from outside funding agencies and any contract resulting in revenue to the Church and/or use of its facilities and grounds shall be approved by the Board of Trustees prior to submission of the grant or execution of the contract. The Board President or Vice President will sign any approved grant submission and execute any approved revenue contract.

In consultation with the Minister/Chief of Staff, the Board shall designate one or more persons to assure any grant or contract supports Horizon's Ends and utilizes acceptable Means. The designee(s), under the supervision of the Minister/Chief of Staff, 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 quarterly 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 of Trustees, the Board President or Vice President shall execute any contract on behalf of the Church which requires the expenditure of Church funds. No such contract may be executed prior to Board authorization. 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

EXECUTIVE LIMITATIONS

Communications

2.9

The Chief of Staff shall not fail to assure that members and non-members in the larger community are informed in a structured, consistent and positive manner regarding Horizon, Horizon events and Horizon values. Social media (e.g., Facebook, Twitter, You Tube, Pinterest) and the Horizon website shall be considered integral aspects of our network of communications.

Accordingly:

1. The Chief of Staff shall work with the paid staff, the Community Circle Coordinator, and/or other Circle Coordinators and oversee and monitor all communications efforts for appropriateness, including social media content, and to ensure it supports our mission.
2. The Chief of Staff shall assure the development of procedures for all communications activities, including but not limited to website, social media, all-church emails, weekly newsletter, scrolling announcements in the sanctuary, and order of service inserts.
3. In approving use of the name Horizon Unitarian Universalist Church 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, the Chief of Staff shall:
 - 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 US Internal Revenue Service or other relevant statute.
4. The Chief of Staff shall 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

EXECUTIVE LIMITATIONS

Communications and Support of the Board

2.10

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

Accordingly, the Chief of Staff shall not fail to:

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, 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 which 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 in 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

EXECUTIVE LIMITATIONS

Emergency Minister Succession

2.11

In order to protect the congregation and Board from sudden loss of the executive duties of the Chief of Staff, she/he shall not fail to maintain a procedure manual(s) outlining executive duties, issues, and processes for the operations of Horizon.

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 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 and paid and volunteer staff.

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 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

EXECUTIVE LIMITATIONS

Shared Ministry

2.12

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 not fail to:

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.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2 016

EXECUTIVE LIMITATIONS

Facility Usage

2.13

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

1. Horizon facilities and/or grounds may be used, with prior approval of the Minister/Chief of Staff or her designee, by church members and staff for scheduled activities which support the mission and ministries of Horizon, 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 Horizon.
 - b. Fund-raising activities which benefit the church, and similar non-recurring activities, will be considered as ministries of Horizon.
2. Approval for use of Horizon facilities and/or grounds will not be given for activities which conflict with planned activities of the church.
3. Horizon reserves the right to disapprove any requested use of its facilities and/or grounds to any member, ministry, non-member or community organization.
 - a. 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.
4. Horizon 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 Horizon 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 Horizon 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).
5. Recurring use by non-members and/or community organizations shall require a written contract between the group and HUUC.
6. Reservations for the use of HUUC facilities/grounds shall take into account the following priority guidelines. As they deem necessary, the Horizon 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. Horizon 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
7. Memorial Garden: Horizon 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 Horizon 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 her/his designee, the cremated remains of a person may be scattered on the grounds of the Memorial Garden or other designated areas of Horizon property.

John D. Gill
President, HUUC Board of Trustees

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

BOARD-CHIEF of STAFF LINKAGES

Global Statement of Board-Chief of Staff Relationship

Policy 3.1

The Board will hold the Chief of Staff (Minister) accountable for the operational organization of the church, its achievements, 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 she/he deems appropriate to members of any organizational structure under his/her supervision.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

BOARD-CHIEF of STAFF LINKAGES

Unity of Control

3.2

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 his/her 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

BOARD-CHIEF of STAFF LINKAGES

Accountability of the Chief of Staff (Minister)

3.3

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

BOARD-CHIEF of STAFF LINKAGES

Delegation to the Chief of Staff (Minister)

3.4

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, which 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 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

BOARD-CHIEF of STAFF LINKAGES

Evaluation of Chief of Staff (Minister) Performance

3.6

The Board is responsible to complete an evaluation of the Chief of Staff annually in the final quarter of each church year. This evaluation should cover the responsibilities of the Chief of Staff as outlined in her/his employment contract, position description and relevant Board policy(ies). In addition to the Chief of Staff's responsibilities regarding management of the day-day operation of Horizon, the Evaluation will also assess his/her ability to work with the congregation as a whole, individual ministries of Horizon and their leaders, and the ability to work with the Board in an appropriate and efficient manner. Compliments are as important as criticisms in this process.

The Board will conduct this evaluation in as fair and unbiased manner as possible and will privately share written results with the Chief of Staff. Each member of the Board will individually participate in the evaluation of the performance of the Chief of Staff using mutually agreed performance criteria and a structured evaluation instrument (below). Confidential input may be requested from selected congregants and/or staff/volunteers at the discretion of the full Board and may be used in developing the final evaluation. No former (within 24 months) employee or former (within 24 months) paid consultant or contractor may participate in the evaluation. A single evaluation report reflecting the judgment of the Board as a whole shall be prepared for presentation to the Chief of Staff and a copy shall be retained in the Chief of Staff's personnel record. At the discretion of the Board, other methods, including but not limited to a written survey of the congregation, may be used in the annual evaluation.

The annual evaluation shall be considered when considering the minister's compensation package each year.

The evaluation of the Chief of Staff shall be confidential and may be shared with congregants or other persons only with the express written consent of the Chief of Staff, except as may be required by law or direction of a court of record, or as may be necessary to assist the Congregation in considering any adverse personnel action regarding the Chief of Staff.

In evaluating performance, each item shall be rated using one of the following:

EXCEEDS -- The Chief of Staff exceeds expectations of her/his performance in this area.

MEETS—The Chief of Staff meets all or most expectations in areas receiving this rank, meaning performance is acceptable and big changes are not sought.

DOES NOT MEET -- The Chief of Staff does not meet all or most expectations in areas receiving this rank. Performance is not acceptable and changes/improvements must be made within a time frame designated by the Board.

Note: It is important that an explanation be included in "Comments," and that the explanation be as concrete as possible (i.e., use specific examples).

CHIEF OF STAFF ANNUAL PERFORMANCE EVALUATION

I. Organizational Leadership

Understands and implements the vision, mission, and core values of Horizon UU Church

Horizon's statements of Vision, Mission, and Core Values, approved by the Congregation with input from the Board, ministry leaders, and individual members, serve as a guide for what is expected from the Board and staff. The Chief of Staff should display a good understanding of the Vision, Mission and Core Values, and all that she/he does for the Church should be in line with those items.

Works as an advocate for Horizon UU Church before the Congregation, other religious organizations (including but not limited to the UUA and NTUUC), and the general public.

The Chief of Staff is the recognized day-to-day representative of the Church. Advocacy requires active representation of the organization both internally and externally, creating an accurate and favorable understanding of the Church in the public eye. Advocacy means (1) being aware of the outside influences that might impact the Church positively or negatively, and (2) mobilizing efforts of the Board, Congregants, community and himself/herself to increase the positive and head off the negative.

Understands the needs and desires of the Church's members, their families, and the local community, and seeks to meet those needs with the Church's programs and services.

It is expected that the Chief of Staff will always seek to understand the needs and wants of our constituencies, focus his/her efforts on meeting those needs/wants to the extent possible, and be able to identify ways to assure that Horizon's ministries are delivered effectively.

Respected among peers within the UU community and by other religious organizations.

Peer approval and respect is generally a good measure of quality in a Chief of Staff. Although the Board may not always be able to observe performance on this item, we will see indicators of success indirectly.

Stays current about new ideas and current trends in leadership of church organizations and in state-of-the-art pastoral care models.

Although it is not the intent to encourage fads and inconsistent efforts, the Chief of Staff is expected to keep the Board, Congregation and staff current about new ideas, trends and methods which potentially affect Horizon. He/She is, additionally, expected to encourage all staff to share this responsibility.

II. Business and Financial Management

Understands and monitors the financial health of Horizon UU Church and keeps the Board routinely informed.

The Chief of Staff needs to understand the budget and to participate with operations staff in its ongoing monitoring. The Chief of Staff is fully accountable to the Board for maintenance of the budget, for an appropriate accounting system with accurate and timely reports, and for anticipation of any fiscal difficulties, including suggested remedies.

Keeps informed about financial needs of Horizon, including resources to pay for staff, facilities, equipment and supplies and maintains a contingency fund balance in accordance with Board policy.

The Chief of Staff should stay current with the Church's finances. While other staff is attuned to the numbers and technical fiscal management responsibilities, the Chief of Staff is responsible to assure optimum use of available finances and to effectively forecast expenses and revenues.

Ensures that Church funds are spent appropriately, in accord with Board policy, relevant statute and regulations, and in the best interests of the Church.

"Appropriately" means spending to get the most impact from every dollar and in a businesslike manner. This means, among other things, spending enough to keep the Church running in an efficient manner, providing comfortable and efficient spaces for activities, keeping salaries and benefits at a level consistent with UUA guidelines, and offering (or recommending) services/programs within necessary fiscal constraints. Evaluation of this item considers overall impact of spending, not just one or a few expense items which a Board member may think was out of line.

Makes well-supported budgeting recommendations to the Board.

The Chief of Staff, in collaboration with Circle/ministry leaders, builds a detailed annual budget recommendation which reflects revenues available, congregational and community needs, and evaluation of the quality of current activities. These recommendations should be clear and well documented when presented to the Board with recommendation for approval and submission to the Congregation for adoption. Budget adjustments during the church year based on emergent circumstances are presented to the Board and, if required, to the Congregation for approval based on similar analysis.

Ensures that all governmental and legal requirements of the Church are met.

The Chief of Staff is expected to protect the Board and the Church from legal ramifications by ensuring that all reports and documentation are filed on time and in good order. The Chief of Staff may seek legal advice and assistance as needed but is still accountable to the Board to ensure that all relevant requirements are met.

III. Relationship with the Board

Keeps the Board informed about issues, needs and operations of the Church.

The Board delegates to the Chief of Staff responsibility and authority for implementation of Board policy and operational management of the Church. That acknowledged, the Board does not give up its responsibility for the overall functioning of the Church. The Chief of Staff is obligated to provide the Board with a continuous flow of reliable information (successes and failures) about the Church and about her/his performance.

Offers direction to the Board on items requiring Board action and makes appropriate recommendations based on thorough study and analysis.

The Chief of Staff is the Board's primary resource and may provide counsel to the Board. The Chief of Staff will participate with the Board and be prepared with documented recommendations on action items as needed.

Interprets and executes the intent of Board policy(ies).

Board policy is the guide for how the Church will function and the Chief of Staff is responsible for implementing Board policy. The Chief of Staff demonstrates a clear understanding of the Board's policies and follows them, ensures that staff understand and follow Board policy, and helps congregants and community members to understand Board policy. The Chief of Staff may recommend new policies and/or policy modifications when needed, with clear documentation regarding the purpose of the policy/modification and its anticipated impact on programs and services of the church.

Supports Board policy and actions to staff, congregants, and the community-at-large.

The Chief of Staff owes allegiance to Horizon UU Church first and to its elected Board. She/He should be free to discuss and disagree with Board members while issues are under consideration, but should never be critical of the Board, its members, or its decisions outside the Board meeting. The Board will not always take the Chief of Staff's recommendations and the Board will not always do what the Chief of Staff expects, but the Chief of Staff always owes the Board loyalty.

Is impartial to Board members and all other members of Horizon UU Church, treating all alike; works directly with the Board to resolve differences of opinion.

Authority rests with the full Board acting as a team. The Chief of Staff should foster that team concept by providing information and assistance to all Board members equally and by making all reasonable effort to avoid personality clashes. The Board (or individual members) and Chief of Staff may occasionally have different points of view and that is acceptable because it helps to balance the Church and supports the free search for truth. The Board should accept those differences as healthy and productive and the Chief of Staff should work only with the full Board to resolve differences (i.e., not involve others outside the Board without its prior knowledge and approval). Similar differences may arise with members of the church and the Chief of Staff should strive equally to resolve differences of opinion in that context in a manner which leaves everyone understanding they have been heard and understood.

IV. Personal Characteristics That Impact Job Performance

Maintains high standards of ethics, honesty, and integrity in personal and professional relationships.

The Chief of Staff should always act and appear professional in all relationships. The Chief of Staff's ethics and honesty should never be in doubt.

Devotes the time and energy necessary to effectively do the job.

The Chief of Staff's job is not a forty-hour-per-week responsibility. The Board should allow the Chief of Staff flexibility in the hours worked, but also expect that she/he will devote the time and effort to get the job done right.

Works well with individuals and groups.

In addition to working with the Board, the Chief of Staff must work with committees, individual congregants, community groups, other religious organizations, governmental bodies on occasion, and virtually anyone who enters the office.

Exercises good judgment in arriving at decisions.

The Board expects the Chief of Staff to be a good decision-maker for the day-to-day operation of the Church. He/She is given great latitude to make decisions and is expected to handle those decisions with common sense and with application of good principles of management and leadership.

Communicates clearly and concisely.

Communication skills are critical to effective leadership and written communications are particularly crucial. The Chief of Staff is expected to produce clear and concise written reports for the Board and other relevant groups, correspondence with staff and others, proposals such as grants, and technical documents such as procedures to implement Board policy.

V. Innovation/Improvement

Accepts/Promotes change that will better serve congregants and communities.

Change and learning are constants, and churches are susceptible to being out-of-step with their members and community if they do not maintain a willingness to change in response to or in anticipation of shifting needs and desires. The Chief of Staff is responsible to be receptive to and to lead innovative activities when appropriate.

Seeks continuing advanced training to improve job skills.

Our religious landscape is constantly changing as new concepts are introduced and our Church must be in tune with its members and the wider community if we are to remain vibrant and meaningful. The Chief of Staff is encouraged and supported by the Board to seek and utilize formal and informal avenues of training to stay current and to improve skills. The Chief of Staff is expected to take advantage of this support and encouragement on a consistent basis.

John D. Gill
President, HUUC Board of Trustees

Approved: 1/20/2016

Ends

Global Ends Statement

Policy 4.1

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

ENDS

Spiritual Development

4.2

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

ENDS

Caring and Inclusive Community

4.3

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

ENDS

Lifespan Religious Education

4.4

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

ENDS

Community Involvement

4.5

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

ENDS

Stewardship and Sustainability

4.6

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