

**Governance Document**  
**Unitarian Universalist Congregation of Asheville**

**I. Ends**

**Policy A. Values Statement**

Connection, Inspiration, Compassion, and Justice express who we are and guide what we do.  
**Values Statement adopted by Board, March 7, 2017**

**Policy B. Mission Statement**

Our open and welcoming congregation connects hearts, challenges minds and nurtures spirits, while serving and transforming our community and the world.

**Mission Statement adopted by Board, November 7, 2017**

**Policy C. Moral Ownership**

The moral owners of the Unitarian Universalist Congregation of Asheville are its present and future members who are committed to affirming and promoting its mission, being mindful of the past and dedicated to its future.

Members

Although it is true that many people beyond those who have signed our membership book are stakeholders in this institution, the Board's job is to serve those on whose behalf the organization exists. We contend that those people are the members of the Congregation. It is likely that all friends and interested parties to UUCA will also be well served if we do a good job of discerning what members of the Congregation need.

Past

The case was made that we require a reference to our past as a constant reminder that we are not ahistorical people. We have both a denominational past and a particular local past that have gotten us to this place (geographic and time). Whether we make decisions to change or not change, our past is always shaping and informing us.

Future

That being said about the members, we also think it is vitally important to see beyond our present and envision this institution for its future members. By future members, we mean all people who might become members of this Congregation in the future, including children now attending our religious education classes (who probably *symbolize* our future much more than they actually represent themselves as new members of UUCA), UUs who may move to the Asheville area, people living in the Asheville area who may find us at some time in their futures, etc.

**Policy D. Global Ends Statement**

The people who participate in the life of the Unitarian Universalist Congregation of Asheville embody the values of Unitarian Universalism, devoting all the resources of the Congregation to this outcome.

**Policy E. Supporting Ends Statements**

*Our Ends grow from our values: Connection, Inspiration, Compassion, Justice.*

### **Connection and Inspiration...**

We create a vibrant spiritual environment where children, youth and adults develop and articulate their faith identity.

We support our children and youth in their moral and spiritual development.

We sustain our congregation with generous gifts of time, talent and money.

### **Compassion...**

We create a community where people of all ages and backgrounds experience belonging, and feel loved and needed.

We nurture relationships across generations.

We support and sustain each other in times of need and celebration.

### **Justice...**

We challenge and support one another to put our values into action.

We commit to practice and partner in the work of environmental and social justice, serving as a wellspring of hope.

**Ends Statements adopted by Board, November 7, 2017**

## **II. The Board of Trustees**

### **Policy A. Purpose of the Board of Trustees**

The purpose of the Board of Trustees is to ensure the long-term well-being and mission of the Congregation. To accomplish that, the Board will seek to discern and articulate the Congregational mission and create governance policies that guide the Congregation and Executive in fulfilling that mission.

### **Policy B. Accountability and Overall Constraint**

The Board is accountable to the Congregation. It operates lawfully and within the constraints of UUCA's bylaws.

### **Policy C. Board Job Description**

*To discern and articulate the Congregational mission, the Board will:*

1. Foster an outward and far-reaching vision.
2. Be responsive and transparent to the Congregation, fostering strong lines of communication, actively soliciting input on major issues, and seeking out a diversity of viewpoints.
3. Lead the Congregation in establishing a vision and priorities for the Congregation to fulfill its mission
4. Monitor progress on the Ends Statements and review them every three-to-five years. *In constructing and overseeing governance policies, the Board will:*
5. Review and monitor compliance with Executive Limitations on an annual schedule.
6. Recommend an annual budget to the Congregation.
7. Arrange for and fund a periodic review of Congregational finances.

8. Enter into legal contracts on behalf of the Congregation, delegating that authority to the Executive when appropriate.
9. Form any task forces necessary to develop or monitor its policies or to perform research.
10. Maintain records of its proceedings on Google Drive.
11. Publish the minutes of its proceedings on the UUCA web site.
12. Evaluate monthly and annually its own performance and its compliance with its own governance policies.
13. Speak with one voice on official matters—even members who disagree with a decision of the Board will support it publicly.
14. Thank members of the Congregation on behalf of the Board for exceptional service.

*The Board Work Plan for the year will include items such as those in the example below. See III. Policy H for related information.*

MONTH	LIMITATIONS	ENDS	GOVERNANCE
JUNE Following the Annual Meeting  At first monthly meeting	<b>For all Limitations the expectation is for an Internal Report unless otherwise noted.</b>		Elect Officers  Summary of Work of Prior Year Hire audit or financial review (if funded in budget) Set Board of Trustees Meeting dates and times Set Board Council Meeting dates and times Set Annual Meeting date Set Retreat date (if any) Adopt Board/Executive Work Plan for year
JULY	LIMITATION G: CONTRACTS (odd number years)  LIMITATION H: Communications – FAC semi-annual mini-audit (external)	Year End Summary of Interpretations  Survey (if any)	Banking resolutions (if any)  Set Agenda for Year  Review and update list of Board Tasks

AUGUST	LIMITATION B: Right Relations		Agenda
SEPTMBER	Healthy Congregation Policy Personnel Policies and Practices	Interpretations and Means Plans for current church year	Agenda Annual Review of Ends
OCTOBER	LIMITATION C: Financial Condition and Activities (internal and external report) Year End Financial Report and Financial Review Cash flow, use of Endowment Funds, Tax Payments, Sabbatical Fund, Financial Procedures LIMITATION H: Communication Statement of year-end assets and liabilities		Agenda Review of Board/Executive Work Plan
NOVEMBER	LIMITATION F: Planned Giving Endowment Funds – uses, management, investment results		Agenda
DECEMBER	LIMITATION D: Financial Planning and Budgeting Financial report with narrative (semi-annual), First projections for ABD		Agenda
JANUARY	LIMITATION H: Communications FAC semi-annual mini-audit (external)		Agenda

FEBRUARY	LIMITATION H: Communications Policy changes, accessibility current policies, accurate memberships records, and relational data base		Agenda
MARCH	LIMITATION E: Asset Protection  Insurance, facility policy, protections for members confidential information		Schedule Budget Hearing  Agenda  Set Up Training Google Docs, Financial Documents, Policy Governance for new Board members  Solicit GA delegates
APRIL	LIMITATION D: Financial Planning and Budgeting Financial report with narrative (semi-annual)  Annual operating budget for next fiscal year Annual capital budget for next fiscal year		Agenda  Receive annual operating budget  Receive annual capital budget  Receive Leadership Development Committee report Appoint GA delegates  Recommend any Bylaw changes
MAY			Agenda Approve Annual Meeting documents (agenda, budgets, elections, other voting items) Annual self-assessment of Board performance and compliance with Governance policies Appoint GA delegates

**Policy D. Expectations of Board Members**

*In order for the Board to fulfill its function, individual members will:*

1. Attend Board meetings, fully prepared to participate, having read all reports and assigned documents.
2. Study, reflect on, and participate in Visionary and Strategic work of the Board and Congregation.

3. Serve on a Board task force, as appropriate.
4. Participate in ongoing communication with the Congregation.
5. Attend an annual retreat, as appropriate.
6. Participate in the work of the Annual Budget Drive, as appropriate.

*As participants in Board meetings, members will:*

7. Bring their spiritual selves to the work with each other.
8. Respect one another by being fully present—listening carefully, being brief, being patient, and using technological devices only in the service of the issue at hand.
9. Accept a diversity of opinion, support each other in their losses, and base their actions on the values of Unitarian Universalism.

#### **Policy E. Training and Support for Board Members**

1. Incoming Board members will:
  - a. Be oriented to Policy Governance.
  - b. Be oriented to Google Drive and financial statements, as needed.
  - c. Be linked with a current Board member who will serve as a mentor.
2. Ongoing Board members will refine their knowledge of Congregational leadership and Policy Governance.
3. All members will be encouraged to attend the Southern UU Leadership Experience funded by the Congregation.

#### **Policy F. Board Officers and Their Responsibilities**

The Officers shall be President, Vice President, and Clerk. Officers shall be selected for one-year terms by the Trustees from among their members at the first meeting of the new Board. Trustees may self-nominate or nominate each other for Officer positions, with the agreement to serve. The Board shall hold a vote for Officers with a quorum of the Board and a majority vote to be selected. Immediately upon selection Officers shall begin their term and may be reselected for office.

1. The President:
  - a. Convenes Board meetings, giving ample notice and setting the agenda.
  - b. Chairs Board meetings, following Robert's Rules of Order.
  - c. Insures the integrity of the Board's process by seeing that the Board behaves consistently with its own rules and those imposed legitimately by outside authority, including governmental entities and Congregational bylaws.
  - d. Monitors deliberation to insure that it is fair, open, thorough, timely, orderly, and on topic.

- e. Focuses meeting discussion on only those issues that are clearly in the purview of the Board to decide.
- f. Delegates work, as appropriate, to Board members.
- g. May delegate presidential authority to another Board member, but remains accountable for its use.
- h. Presides at all meetings of the Congregation.
- i. Represents the Board to congregants and outside parties.
- j. Notifies membership of meetings of the Congregation and of all business items coming before the Congregation.
- k. Develops a budget for Board expenditures.

2. The Vice President:

- a. Presides at all meetings of the Congregation and of the Board in the absence of the President.
- b. Performs such duties as may be assigned by the President or by the Board.
- c. Assumes the presidency for the balance of the President's term if the office of the President becomes vacant.

3. The Clerk:

- a. Keeps the minutes of all meetings of the Congregation, the Board, and the Board Council (see item G, below).
- b. Provides each Board member, and makes available to the Congregation, a copy of the minutes of each Board meeting.
- c. Sends to the President a copy of the minutes of Congregational meetings promptly following such meetings.
- d. Provides the Executive with copies of all approved minutes and official communications on behalf of the Board for the purposes of creating a permanent record.
- e. Provides to staff for posting the Governance Document and minutes

**Policy G. Board Council**

**This section approved October 17, 2012**

The President, Vice President, Clerk and Executive, ex officio and non-voting, shall constitute the Board Council. The Council shall be responsible for emergency decisions between meetings of the Board. Actions of the Board Council shall be reported in writing prior to the next meeting of the Board. The Council may tentatively approve routine business which can be presented as a consent agenda to the next meeting of the Board for final approval. The Council shall act by majority vote of its members.

**Policy H. Board Members' Code of Conduct**

The Board and its members shall commit to ethical, businesslike, and lawful conduct in accordance with UU principles, including proper use of authority and appropriate decorum when acting as Board members.

*Accordingly,*

1. Board members must represent non-conflicted loyalty to the interests of the Congregation. This obligation supersedes any conflicted loyalty (such as that to advocacy or interest groups) and membership on other Boards or staffs, as well as the personal interest of any Board member acting as a consumer of congregational services.

2. Board members must avoid conflicts of interest with respect to their fiduciary responsibility.
  - a. There will be no self-dealing or any conduct of private business or personal services between any Board members and UUCA staff except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
  - b. When the Board is to decide upon an issue about which a Board member has an unavoidable conflict of interest, that member shall leave the meeting, neither deliberating nor voting on the issue.
  - c. Board members will not use their positions to obtain employment from UUCA for themselves, family members, or close associates. Should a member of the Board desire employment, that member will resign from the Board before applying.
  
3. Board members will not attempt to exercise individual authority over the organization except as explicitly set forth in these governance policies.
  - a. Members' interaction with the Executive or with the staff will recognize the lack of authority vested in individuals except when explicitly Board- delegated.
  - b. Members' interactions with public, press, or other entities will recognize the same limitation and the inability of any Board members to speak for the Board except to repeat explicitly stated Board decisions.
  
4. Members will respect the confidentiality appropriate to issues of a sensitive nature, particularly, but not exclusively, personnel matters.
  
5. Removal of a Board member – A Board member can be removed by resignation, by absences, or by recall as defined in the Bylaws Article V, Section 4

**Policy I. Board Task Force Principles**

Board task forces may be established for specific purposes. They can include both Board members and non-members, but must include at least one Board member. Task forces shall be used solely to assist the Board in carrying out its responsibilities and shall not alter or interfere with communications and delegation from the Board to the Executive.

*Accordingly,*

1. Task forces take assignments from the Board; their reports help the Board do appropriate Board work. In keeping with the Board's broader focus, task forces will normally not be involved in current Executive or staff operations and shall not exercise any authority over them.
  
2. Task forces shall not speak or act for the Board except when formally authorized by Board action for specific and time-limited purposes.
  
3. The function and authority assigned to a task force will be carefully stated and shall not conflict with authority delegated to the Executive.
  
4. Board members assigned to task forces shall participate as members of the task forces on the same basis as the other members.
  
5. Task forces will report as directed by the Board.

### **Policy J. Bringing Member Concerns to the Board**

Members or friends who wish to speak to the Board must contact the President at least 10 days prior to the scheduled Board meeting. The President may convene the Board Council to help advise on matters of concern. Members' concerns will be recorded in Council minutes, if held, and placed on the Board agenda as appropriate.

All Board meetings are open to members. Members may be invited to speak to the Board at the discretion of the President.

### **Policy K. Complaints to the Board**

It is the intent of the Board to be responsive to the Congregation, but it is not a function of the Board to resolve complaints or grievances that are not directly related to the Board's policy-making and policy-monitoring functions. When individual Board members receive complaints from members of the Congregation, the following process shall be followed:

First and foremost, the Board member will encourage the complainant to contact the appropriate person, and not a third party. However, it should be recognized that sometimes a complainant will, for whatever reason, feel uncomfortable approaching that person, or the complainant does not know who is responsible for a particular decision, action, or policy, in which cases the Board member should seek to facilitate (but not mediate) an appropriate contact.

The Board will get involved in resolving a complaint about an issue only if there is a violation of these governance policies, or if there is no relevant policy, or if there is reason to question the appropriateness or adequacy of existing policy. In such situations, the Board will analyze and then resolve the problem, including making or adjusting any deficiency in existing policy. The Board will not involve itself in complaints where the Executive is implementing policy in a manner consistent with the authority granted by the relevant Executive Limitations. The Board will, however, review how well the policies are being carried out by the Executive and staff, but only as part of regularly established assessments, not on a decision-by-decision basis.

Other issues will normally be resolved between the complainant and the relevant staff member or congregant, with no Board involvement unless the dispute seriously affects the harmony of the Congregation. If agreement or consensus cannot otherwise be achieved, the Executive is responsible for final resolution or, in the event of a continuing complaint concerning the Executive, the Board may establish a neutral body to mediate the issue.

## **III. Board-Executive Relationship**

### **Policy A. Global Board-Executive Relationship**

The Board will hold the Executive accountable for the achievement of the Ends, subject to the Executive Limitations.

### **Policy B. The Executive**

The Executive is expected to work collaboratively with the staff, the Board, and the Congregation in the spirit of shared ministry. The Executive manages the staff so that the Ends can be achieved.

The staff, both paid and volunteer, are a diverse group responsible for the various ministries of the Congregation. Their work enables the achievement of the Ends.

**Policy C. Unity of Control**

Only decisions of the Board, acting as such, are binding on the Executive and the staff. *Accordingly,*

1. Decisions or instructions of individual Board members, officers, or task force members are not binding on the Executive or the staff, except in those rare instances when the Board has specifically authorized such an exercise of authority.
2. Unless directed by action of the Board, the staff can decline requests for information from individual Board members or committees that require, in the Executive's (or designee's) opinion, a material amount of staff time or resources.
3. Informal meetings may occur between Board members, the Executive, and/or the staff for the purpose of exchanging information and seeking advice, but not for Board members to give instruction or direction.

**Policy D. Accountability of the Executive**

The Executive is the Board's link to operational achievement and conduct, and it is the Executive who reports to the Board. The Executive may designate staff members to provide reports, but the Board shall hold the Executive accountable for such reports. All authority and accountability of staff (including non-employee consultants) is vested in the Executive.

*Accordingly,*

1. The Board will never give instructions to persons who report directly or indirectly to the Executive.
2. The Board will evaluate the Executive only as the individual ultimately responsible for implementing UUCA policies. The purpose of the evaluation is not to serve as a report card but to provide a sense of how well the Executive, through the work of the staff, is doing in accomplishing the mission and Ends Statements within the Executive Limitations established by the Board.
3. The Board will view Executive performance as directly linked to organizational performance, so that organizational accomplishment of Board policies will be viewed as successful Executive performance. The standard of compliance shall be whether the Executive has made reasonable progress toward achieving the Ends while remaining within the boundaries of the Executive Limitations. The Board will make the final determination as to whether the Executive's interpretations of the Ends Statements are reasonable and whether reasonable progress is being made toward their achievement.
4. No Board member nor the Board globally will be formally involved with decisions or actions involving the hiring, training, evaluating, disciplining, or dismissal of any staff member, unless requested by the Executive.

### **Policy E. Delegation to the Executive**

The Board sets top level policies that reflect the priorities of the Congregation and leaves the work of implementing the policies to the Executive. The Executive, through the staff, is responsible for the day-to-day operations of UUCA. Through this Governance Document, the Board communicates its policies and the Ends to be achieved to the Executive and establishes boundaries within which the Executive may operate.

*Accordingly,*

1. The Executive will operate within a set of Executive Limitations, designed to give the Executive a concrete statement of what the Board will not permit. The Executive Limitations provide the framework for articulating, clearly and in one voice, the degree of flexibility in operational decision-making that the Board assigns to the Executive, and, through the Executive, to the staff. These Executive Limitations give the Executive sufficient flexibility to implement the Board's policies and shall not be utilized to enable the Board to micromanage the Executive and the staff. In assigning tasks to the staff, the Executive will insure that the Board's policies are followed.
2. As long as the Executive uses a reasonable interpretation of the Board's guidelines, the Executive, working with the staff, is authorized to establish additional policies, make decisions, take actions, and develop activities. In the event that the Executive chooses not to follow Board-established policy, the Executive must notify the Board of the rationale in writing no later than the next Board meeting. In such instances, the Board's operating assumption shall be that the Executive's decisions deserve the Board's respect and consideration, even when the decisions do not follow Board policy.
3. These policies are intended to be practical and dynamic. The Board may change its Ends Statements and Executive Limitations. However, as long as any Board- specified delegation of authority is in place, the Board will respect and support any reasonable interpretation of its policies, even though Executive choices may not be the choices the Board or its members might have made.

### **Policy F. Compensation: Called Minister**

UUCA recognizes and supports the current Compensation Recommendations of the UUA with respect to called ministers. Ministerial compensation consists of salary and housing allowance. In addition, there are defined benefits and allowance for professional expenses.

The Board will annually review compensation based on cost of living, merit, and UUA recommendations. Any cost of living increase normally will occur annually and be based on the Consumer Price Index (CPI) increase for the immediately preceding year. Consideration of an additional merit increase is appropriate at least every two to three years.

### **Policy G. Compensation: Other Compensated Staff**

The Executive shall be responsible for the compensation, benefit, and personnel issues related to the other compensated staff. The Executive will provide a report annually to the Board regarding compliance with the Executive Limitations policy on paid staff compensation and benefits, as part of the annual budget presentation.

UUCA recognizes and supports the current Compensation Recommendations of the UUA with respect to compensation for professional staff in administration, religious education, and music. While not part of compensation, professional expenses are included for the Lead Minister, Minister of Faith Development, Music Director and Director of Administration.

For other members of the non-ministerial staff, UUCA recognizes and supports the Living Wage Campaign of Just Economics of Western North Carolina. Compensation for these employees consists of salary and benefits.

Normally, staff salaries will increase by an amount based on cost of living and merit. Any cost of living increase normally will occur annually and be based on the CPI increase for the immediately preceding year. Consideration of an additional merit increase is appropriate at least every two to three years.

### **Policy H. Monitoring Policy**

Monitoring of Executive performance is intended to determine the degree to which the Board policies—both Ends Statements and Executive Limitations--set forth in this document are being met. The Board will acquire monitoring data by any method it deems reasonable.

*Examples of acceptable monitoring methods include:*

1. By internal reports, in which the Executive discloses compliance information to the Board.
2. By external reports, in which an external, disinterested third party selected by the Board assesses compliance with Board policies.
3. By direct Board inspection, in which a designated member or members of the Board assesses compliance with Executive Limitations and Ends Statements.

The Board shall monitor all policies at a frequency and method chosen by the Board. The Board can monitor any policy at any time by any method, but will develop a monitoring schedule each year. The current monitoring schedule appears in II. Policy C.

### **Policy I. Disciplinary Policy**

The Board recognizes that it may become necessary to discipline the Executive for a policy violation by the Executive or a member of the Staff. In circumstances where discipline may become necessary, the following three-step procedure will be followed:

1. After consultation with the full Board, the President shall discuss the improper conduct with the Executive with a view to resolving the problem. Following that discussion, the Executive will submit to the Board a written plan to remediate the violated policy and present the plan for approval at the next Board meeting
2. If the verbal consultation does not resolve the problem, the Executive shall be given a written warning from the Board. This step will be taken if there is no noticeable improvement in the Executive's willingness to refrain from policy violation or to prevent it in the staff. The

written warning should outline the problem, suggest expected courses of corrective action, set a specific trial period, and advise of possible consequences.

3. If the written warning does not resolve the problem, the Board shall consider formal disciplinary action, such as suspension (with or without pay), withholding salary increases, or dismissal, and whether such action requires the involvement of the full Congregation.

The Executive is responsible for disciplining members of the staff, as necessary.

#### **IV. Executive Limitations**

##### **Policy A. Global Executive Constraint**

The Executive shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful; that violates commonly accepted business, accounting, and professional practices or ethics; or that violates Unitarian Universalist principles.

##### **Policy B. Right Relations**

With respect to treatment of all members, friends, visitors, volunteers, and paid staff, the Executive may not cause or allow conditions that are disrespectful, unfair, unsafe, undignified, or unprofessional.

*Accordingly, the Executive shall not fail to:*

1. Welcome and treat everyone with respect and courtesy.
2. Establish appropriate standards of confidentiality and privacy.
3. Establish policies to create a civil environment in which everyone within the Congregation is protected from harassment and abuse.
4. Provide physically safe and healthy conditions.
5. Act in accordance with the Healthy Congregation Policy.
6. Seek to include diverse candidates when recruiting for the work of the Congregation.
7. Consider inviting members who have not previously or recently served when recruiting for the work of the Congregation.
8. Appropriately acknowledge volunteers who serve the Congregation.

*With respect to paid staff, the Executive shall not fail to:*

1. Operate with written personnel policies that clarify procedures for staff and volunteers and provide for effective handling of grievances, conflicts, and disciplinary action.
2. Write personnel policies for compensated staff that comply with all laws, protect the Congregation's "at will" employment status, and clarify that employment is neither permanent nor guaranteed.

3. Annually evaluate job performance of staff directly or by designation.
4. Ensure staff salaries and benefits are competitive with other congregations and similar-sized, local nonprofit organizations to the extent Congregational resources permit, and strive to meet UUA guidelines where they apply.
5. Allow staff to grieve to the Board when:
  - a. internal grievance procedures have been exhausted
  - b. the employee alleges either that
    - i. Board policy has been violated to the employee's detriment or
    - ii. Board policy does not adequately protect the employee's human rights.

### **Policy C. Financial Condition and Activities**

The Executive shall not place UUCA in financial jeopardy or allow actual expenditures to deviate materially from the Board priorities established in the ends statements.

*In administering Congregational funds, the Executive shall not:*

1. Spend more money from the operating fund in any fiscal year than has been budgeted, without Board approval, *and further shall not*:
  - a. Allow cash to drop below the amount needed to settle payroll and other payables in a timely manner.
  - b. Allow tax payments and other governmental ordered payments or filings to be overdue or inaccurately filed.
  - c. Allow financial commitments or receivables to go unpursued after a reasonable grace period.
2. Spend any endowment or restricted funds other than for the purposes determined at time of receipt, unless the Board approves an exception, and if required, only after securing the consent of the donor.
3. Fail to establish and fund reserves for the purpose of meeting financial needs for which there are no budgeted funds available.
4. Fail to establish and fund a sabbatical fund.
5. Fail to deposit all funds (except the operating fund) in liquid, conservative, interest- or dividend-earning accounts.
6. Fail to prepare and maintain clearly written financial procedures and protections.

## **Policy D. Financial Planning and Budgeting**

The Executive shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the Board's Ends Statements or risk financial jeopardy.

*Accordingly, the Executive shall not:*

1. Fail to develop an annual budget that is consistent with Board policies on financial condition and activities. (See C, Financial Condition and Activities, above.)
2. Fail to propose a budget that contains credible projections of revenues, expenses, and cash flow; separates capital and operational items; and discloses planning assumptions as appropriate, *and further shall not:*
  - a. Fail to deliver to the Board by its April Board meeting a written proposed budget containing sufficient information to permit reasonable Board evaluation in light of the Congregation's policies, priorities, and resources.
  - b. Plan to spend more funds in any fiscal year than the projected operating income in that period without Board approval.
3. Fail to provide for Board operations the amount the Board has determined as its own cost of governance.

## **Policy E. Asset Protection**

The Executive shall not allow assets of UUCA to be inadequately maintained, inappropriately used, or unnecessarily risked.

*Accordingly, the Executive shall not:*

1. Fail to provide adequate and prudent insurance protection against theft, casualty losses, and liability losses to Board members, volunteers, staff, and the organization itself, *and further shall not:*
  - a. a .Fail to insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.
  - b. b .Fail to insure against corporate liability and personal liability of Board members, staff and volunteers, taking into account pertinent statutory provisions for indemnification and exemptions applicable to North Carolina nonprofit organizations.
2. Risk the nonprofit status of the organization.
3. Fail to develop policies and procedures regarding the use of UUCA facilities.

4. Allow the use of UUCA facilities by individuals or groups that are implicitly or explicitly discriminatory, as outlined in Article III of the UUCA Bylaws, or that use the facilities in other ways inconsistent with Unitarian Universalist principles.
5. Fail to create safeguards to protect confidential financial information of UUCA and its members.
6. Endanger the organization's public image, good will, or ability to accomplish ends.

#### **Policy F. Planned Giving and Funds**

*The Executive shall not fail to maintain two general funds:*

Endowment Fund: A donor-restricted endowment whose principal shall be held in perpetuity and will be managed in a socially responsible way by the Unitarian Universalist Common Endowment Fund (UUCEF), and

Fund for the Future: A Board-created fund into which all bequests and planned gifts unrestricted by the donor(s) must be placed, except that up to 25% of new unrestricted gifts or bequests may be used to replenish the UUCA Contingency Fund. This fund will also be managed in a socially responsible way by the Unitarian Universalist Common Endowment Fund.

Upon recommendation of the UUCA Executive and approval by the Board of Trustees, the principal of the Fund for the Future can be used to meet special capital or building needs, to avoid risk of foreclosure on Congregational property, or to create new ministries.

#### **Policy G. Execution of Contracts**

The Executive may not enter into any grant or contract arrangement on behalf of the Congregation that fails to achieve Ends or that involves unacceptable means.

*Accordingly, the Executive or designees shall not fail to:*

1. Obtain Board approval for any contract of more than \$25,000.
2. Inform the Board with sufficient prior notice of any plan or decision to solicit or terminate a grant or contract that will have a significant impact on programs.
3. Seek bids or make cost comparisons, as appropriate, in all cases involving expenditures in excess of \$2,500.
4. Administer a grant or contract in a businesslike manner that will avoid the appearance of favoritism or nepotism.

**Policy H. Communications to the Board of Trustees and Congregation** The Executive shall not cause or allow the Board to be uninformed, misinformed, or unsupported in its work.

*Accordingly, the Executive shall not fail to:*

1. Submit monitoring information required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board governance policies and Executive interpretations being monitored.
2. Inform the Board of significant changes in, deletions of, or additions to Executive (administrative) policies.
3. Provide, upon request, an up-to-date written narrative of UUCA's finances at any regular meeting of the Board and at special meetings of the Board including actual revenue and expenses compared to budget, with significant variances noted.
4. Provide the Board with a statement of the assets and liabilities of the Congregation as of the end of each Congregational fiscal year.
5. Present an up-to-date written financial statement at the annual meeting of the Congregation.
6. Make the financial books of the Congregation, together with appropriate related records, available for audit within 90 days after the end of each fiscal year.
7. Insure that a complete and current set of Congregational policies is readily accessible to all members of the Congregation.
8. Maintain an accurate membership record.
9. Maintain an accurate, relational database of the Congregation on which inquiries can be performed.

<b>Revision History</b>	
Responsible Official: Clerk Board of Trustees	
<b>Date</b>	<b>Description of revision</b>
March 2017	Addition of Values Statement
September 2017.	Substitute Healthy Congregation Policy in Lim. B # 5
November 2017	Replacement of New Mission Statement
November 2017	Replacement of New Ends Statement
May 2019	Full document edit