

0.0 Title Page.

Unitarian Church of Norfolk (Unitarian Universalist)

Policies and Procedures Manual

This manual should be used in relation to the UCN bylaws as revised on May 23, 2004; subsequently amended.

0.1 Introduction

Unitarian Church of Norfolk (Unitarian Universalist) The Policies and Procedures Manual

Introduction

The origins of this revamped Policies and Procedures Manual (PPM) lie in the belief among leaders at UCN that the pared-down Bylaws approved by the congregation on May 23, 2004 (which were much shorter than the previous version) should be accompanied by an updated version of the current PPM. It was believed that such a PPM, because it would be controlled by the Board of Trustees, would provide a flexible and easily referenced set of our decisions, policies, and procedures. Creating and assisting the Board in overseeing the PPM would be a new PPM Committee – the existence of which the 2004 Bylaws mention. At that time the Board believed that the revised PPM would be published within a year of the approval of the new Bylaws. Regrettably the appearance of the new PPM has proven to be a multi-year process.

We, the present members of the PPM Committee, plan to publish the revised PPM before the Annual Meeting scheduled to be held on June 5, 2010. As we compose this introduction to the PPM, we acknowledge the work of all past Committee members: namely, Judy Corrin, Susan DeVeer, Charles Hassell, Charles Hyde, Bob Lawrence, Lou Portella, and Barbara Zimmer. Also we express our gratitude for the assistance of office administrators Ruth Fox and Maxine Fetterly and of webmaster Mark Geduldig-Yatrovsky.

We conclude by offering a couple of words about the contents of this manual and how to use it. The organization of the documents in the PPM (as may be seen in the table of contents) primarily reflects both the current revised and amended Bylaws and the UCN's organizational chart (2.2.7). For the rules governing how documents are approved for the PPM, see The Policies and Procedures Manual (PPM) Committee P&P (4.3.1). Once published, the PPM will have two or three forms: (1) a printed version (kept in the office), (2) an electronic version (kept on the Office Administrator's hard drive), and (3) pending Board approval, an ePPM version on the UCN website (<http://ucnorfolk.org>). It should be remembered that the PPM is subject to updating at any time. We hope that the revised PPM will serve long and well as part of the UCN's institutional memory.

Karen Forget, Phil Gillette, Jeremy Slosser -- 2/15/10

U.C.N. POLICIES AND PROCEDURES MANUAL

1.1 TITLE PAGE

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Explanation of Format. In the Table of Contents, section titles are **CAPITALIZED** and **BOLDED**. All section and subsection titles are followed by a zero in brackets [0] – which means that no text is intended to be represented. When a document title is followed by [0], that document has not yet been developed and approved. The titles of all approved documents appear as **blue** and **bolded** (of course, if reproduced on a printer or copier lacking in color capacity, such document will be **black** and **bolded**).

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1.1.1 Voting in Congregational Meetings P&P.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Voting in Congregational Meetings Policies and Procedures

Responsible Group: Board of Trustees

Approved: Approved by Board vote on 4/13/06 pending passage of proposed bylaws amendment on congregational voting. Effective upon the congregation's approval of bylaws amendment, 4/6/08.

PURPOSE:

The purpose of this policies and procedures document is to implement the provisions for absentee voting in the bylaws. To wit, the bylaws section, 6.4 Voting, paragraph two, states:

Absentee ballots may be used for issues requiring affirmative or negative responses. Eligible individuals are required to have been members for at least thirty (30) days prior to the meeting date and to be members in good standing. In anticipation of absence from the congregational meeting in question, the member may obtain an absentee ballot from the Office Administrator. The completed ballot must be returned to the Office Administrator prior to the counting date and time. Absentee ballots shall be available by request from the Office Administrator two weeks prior to the meeting date.

PROCEDURE:

In advance of each annual and special congregational meeting the Board shall appoint a Meeting Committee of three persons to be responsible for the meeting. The responsibilities of the committee shall include proper notice of the meeting in compliance with the bylaws; preparation and distribution of the agenda; advance publicity concerning items on the agenda; decisions concerning whether absentee voting shall be allowed on any of the items on the agenda; arranging for the proper conduct of the meeting -- including for a presiding officer, parliamentarian, and secretary; and implementation of approved voting procedures.

The Meeting Committee for any such meeting shall permit absentee voting when the issue is known, is publicized in advance, will not be changed at the meeting (i.e., no amendments will be allowed), and requires an affirmative or negative response. Examples of advance publicity include the holding of congregational forums, newsletter articles, information on the website, inserts in the order of service, and written materials mailed to the congregation or distributed to the congregation on Sundays. This does not preclude further discussion at the congregational meeting as long as the issue voted upon does not change. As an example, the Meeting Committee might decide that absentee

1.1.1 Voting in Congregational Meetings P&P.

voting would be appropriate for voting on calling a minister, since the name of the person will be known in advance, and since considerable opportunity will be afforded to the congregation to become informed about the candidate for the called ministry.

If it determines that absentee voting will be allowed on any agenda item, the Committee shall prepare written ballots for this purpose that will be made available in church at least two weeks in advance of the meeting at which the vote will be taken. The Committee shall determine how absentee ballots will be distributed to the congregation on Sunday mornings. Persons who meet the requirements for voting at the given meeting may also obtain the ballots from the Office Administrator in advance of the meeting by procedures to be determined. Consideration in devising these procedures shall be given to insuring the integrity of the process.

The substantive portion of all absentee ballots shall be identical with respect to the wording of the motion and the options for voting to the wording and options of the ballots used by persons present at the meeting and casting their votes there. The Meeting Committee shall be responsible for making arrangements ensuring that all persons whose ballots are counted meet the requirements for voting at the given congregational meeting and that no person votes more than once.

At the congregational meeting the Office Administrator or the Office Administrator's representative will provide to a member of the Meeting Committee all absentee ballots received up to the time of the meeting. The Committee shall ensure that all ballots are counted accurately and that the results are reported promptly.

After each congregational meeting, the Meeting Committee shall prepare a report to the Board containing recommendations for any future changes.

1.2.1. Equal Marriage Rights for All. Public Stand on 6/6/04.

**Unitarian Church of Norfolk (Unitarian Universalist)
The Policies and Procedures Manual**

Subject: Equal Marriage Rights for All. Public Stand on 6/6/04__

Responsible Group: Congregation

Edited by: Phil Gillette

Approved: Passed on June 6, 2004 by unanimous vote at a special congregational meeting, with the required double quorum (40%) of the total church membership under the bylaws provisions for a public stand. This document was submitted to the Board on 4/9/06; effective on 6/9/06.

PURPOSE: To take a public stand in support of inherent worth and dignity and in opposition to discrimination. In particular, the public stand denounces HB 751 passed by the Commonwealth of Virginia General Assembly. Below is the text of this Virginia law.

-HB751 ("Marriage Affirmation Act")

§ 20-45.3. Civil unions between persons of same-sex

A civil union, partnership contract or other arrangement between persons of the same sex purporting to bestow the privileges or obligations of marriage is prohibited. Any such civil union, partnership contract or other arrangement entered into by persons of the same sex in another state or jurisdiction shall be void in all respects in Virginia and any contractual rights created thereby shall be void and unenforceable.

POLICY:

The congregation of the Unitarian Church of Norfolk (Unitarian Universalist) covenants to affirm and promote the inherent worth and dignity of every person in addition to justice, equity and compassion in human relations. Recently, the Commonwealth of Virginia General Assembly passed HB 751, which prohibits "a civil union, partnership contract or other contractual arrangement between persons of the same sex purporting to bestow the privileges or obligations of marriage." Because HB 751 devalues gay, lesbian, bisexual and transgender persons and promotes injustice and inequality, the Unitarian Church of Norfolk (Unitarian Universalist) is taking a public stand to denounce the hurtful and divisive discrimination and harmful consequences of this recently passed legislation.

The Unitarian Church of Norfolk (Unitarian Universalist) adopts a position in support of legal recognition of marriage, civil union, partnership contract or other contractual arrangement between persons of the same sex. The Unitarian Church of Norfolk (Unitarian Universalist) will make this position known through the media, and urges its members to proclaim the worth of marriage between any two committed persons and to make this position known in their communities.

1.3.1 Disruptive Behavior Policy

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Disruptive Behavior

Responsible Group: Board of Trustees

Prepared by: Board of Trustees Executive Committee

Approved: Draft sent to the Board 12/8/2011 amended and approved by the Board on 1/19/2012

PURPOSE: To provide written guidelines for Board remedial actions when exhibited behavior is deemed to negatively impact church activities.

POLICY: Policy regarding Disruptive Behavior

While openness to a wide variety of individuals is one of the prime values held by our congregation and expressed in our denomination's purposes and principles, we affirm the belief that our congregation must maintain a secure atmosphere where such openness can exist. When any person's physical and/or emotional well-being or freedom to safely express his or her beliefs or opinions is threatened, the source of this threat must be addressed firmly and promptly, even if this ultimately requires the exclusion of the offending person or persons.

There have been times when the disruptive behavior of an individual within the church building has led members to voice their concerns about one or more of the following:

- Perceived threats to the safety of any adult or child;
- The disruption of church activities;
- Diminishment of the appeal of the church to its potential and existing membership.

The following shall be the policy of the Unitarian Church of Norfolk in dealing with these issues:

PROCEDURE:

A. If an immediate response is required, this will be undertaken by the minister, if available, and/or the leader of the group involved. This may include asking the offending person or persons to leave, or suspending the meeting or activity until such a time as it can safely be resumed. If further assistance is required the police department may be called. Anytime any of these actions are undertaken without the minister being present, the minister must be notified. A follow-up letter detailing what steps must be taken

before returning to the activities involved will be sent by the minister to the offending party or parties.

B. Situations not requiring immediate response will be referred to an ad hoc committee appointed by the Board of Trustees. The committee will respond in terms of their own judgment observing the following:

1. The committee will respond to problems as they arise. There will be no attempt to define "acceptable" behavior in advance.
2. Persons identified as disruptive will be dealt with as individuals; stereotypes will be avoided.
3. The committee will collect all necessary information.
4. To aid in evaluating the problem, the following points will be considered:
 - **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?
5. To determine the necessary response, the following points will be considered:
 - **Context** - When, where and with whom has the disruption been happening? What are commonalities or patterns, if any, of the disruptive behavior? How widespread is it? How have those who have experienced the disruption been affected?
 - **History** - What is the frequency and degree of disruption caused in the past?
 - **Probability of Change** - How likely is it that the problem behavior will diminish in the future?
6. The committee will decide on the necessary response on a case by case basis. However, the following three levels of response are recommended:
 - **Level One** - The committee shall inform the minister of the problem, and either the minister or a member of the committee shall meet with the offending individual to communicate the concern.
 - **Level Two** - The offending individual is excluded from the church and/or specific church activities for a limited period of time, with reasons and the conditions of return made clear.
 - **Level Three** - The offending individual is excluded from the church premises and all church activities. Before this is carried out, the committee will consult with the Board of Trustees and the minister. If it is decided that exclusion will take place, a letter will be sent by the minister explaining the exclusion and the individual's rights and possible recourse. In *all* cases where a person has been excluded from church premises and all church activities, the person excluded may petition the Board to reverse the exclusion by writing a letter requesting it. The Board will appoint a committee to review the request and meet with the person about her/his request. The focus of such a meeting will be on how the person will change his/her behavior in order to participate in church activities in a non-disruptive way. After meeting with the person, the committee will advise the

Board whether reversal of the exclusion is recommended. A confidential church record will be kept of all actions taken under this policy.

The Unitarian Church of Norfolk strives to be an inclusive community, affirming our differences in beliefs, opinions and life experiences. However, concern for the safety and wellbeing of the congregation as a whole must be given priority over the privileges and inclusion of the individual. To the degree the disruptive behavior compromises the health of this congregation, our actions as people of faith must reflect this emphasis on security.

1.3.2 Weapons Policy

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Weapons on church property

Responsible Group: Board of Trustees

Prepared by: Jeremy Slosser

Approved: Draft sent to the Board 1/19/2012; approved by the Board on 2/9/2012

PURPOSE: To assure congregants and visitors that threats to their personal safety posed by the presence of weapons will not be tolerated.

POLICY: It shall be the policy of the Board of Trustees that all weapons, including guns not carried by law enforcement officers, knives with blades longer than 3 inches, blackjacks, machetes, straight razors, stun guns and nun-chucks or other fighting weapons, explosives, incendiary devices, and/or their look-alikes, whether concealed or exposed, are prohibited on property owned or leased by the Unitarian Church of Norfolk (Unitarian – Universalist).

PROCEDURE: Anyone in violation of this policy will be asked to leave church property immediately and, upon non-compliance to that request, the police will be called.

2.1.1 President Job Description.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: President Job Description

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 4/9/06; effective on 6/9/06.

PROCEDURE:

The President:

1. is elected by the congregation to serve a one-year term, with service limited to three terms (see bylaws, section 7.2);
2. becomes, following completion of service as an elected President, an ex-officio member of the Board of Trustees as Immediate Past President until succeeded by a new Immediate Past President. (This practice is designed to provide a maximum of continuity in the functioning of the board.)
3. serves as a member of the board, which involves:
 - attending and presiding over monthly Board meetings as well as any special meetings and Board retreats
 - attending and presiding over meetings of the Executive Committee on a monthly basis
 - attending and presiding over workdays/retreats – twice per church year
 - serving as a board greeter at Sunday services by voluntary sign-up, sharing this responsibility with other officers and trustees
4. has the following additional responsibilities:
 - calling congregational meetings on appropriate occasions, to include the Mid-Winter Meeting and the Annual Meeting
 - preparing a written report for the Annual Meeting
 - presiding at congregational meetings
 - acting as spokesperson for the congregation on appropriate occasions
 - coordinating officers and others engaged in the management of the church
 - coordinating with the minister and other professional staff
 - communicating with the congregation through the newsletter and other means on appropriate occasions.

2.1.2 Vice-President Job Description.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Vice-President Job Description

Responsible Group: Board of Trustees

Approved: Approved by Board vote on 2/11/10.

PROCEDURE:

The Vice-President:

1. is elected by the congregation to serve a one-year term, with service limited to three terms (see bylaws, section 7.2);
2. serves as a member of the Board of Trustees-- which involves:
 - attending meetings of the Board - monthly
 - attending meetings of the Executive Committee – monthly
 - attending workdays/retreats – twice per church year
 - serving as a Board greeter at Sunday services – voluntary sign-up; and
3. has the following responsibilities:
 - assuming the duties of the President in the President's absence
 - sharing in management duties in cooperation with the President
 - chairing the Program Council
 - coordinating various committees to ensure their optimal functioning.
 - if the President resigns, assuming the duties of the President as Acting President, and continuing in that position until the Board of Trustees, meeting in a regular session or in a specially called session (see bylaws, section 7.3), shall appoint a President to serve the remainder of the unexpired term.

2.1.3 Secretary Job Description.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Secretary Job Description

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 4/9/06; effective on 6/9/06.

PROCEDURE:

The Secretary:

1. is elected by the congregation to serve a one-year term, with service limited to three terms (see bylaws, section 7.2);
2. serves as a member of the Board of Trustees-- which involves:
 - attending meetings of the Board - monthly
 - attending meetings of the Executive Committee – monthly
 - attending workdays/retreats – twice per church year
 - serving as a Board greeter at Sunday services – voluntary sign-up; and
3. is responsible for:
 - seeing that minutes of all Board meetings are taken; distributed by email in advance of the next meeting, and approved at subsequent meetings with such revisions as may be adopted
 - preparing schedules for Board members to be Sunday worship-service greeters, giving these schedules to the Office Administrator so that the names may appear in the orders of service, and providing timely reminders to the greeters
 - regularly placing in the newsletter significant Board actions, including Board Bouquets, Board Bits, and when appropriate, special articles on important topics
 - regularly posting minutes of all Board meetings on the bulletin board in the social hall
 - transmitting *electronically* copies of all policies and procedures passed by the Board to the chair of the Policies and Procedures Manual Committee (PPM Committee) so that these may be added to the *Policies and Procedures Manual* as soon as possible
 - submitting a Secretary's report to the Office Administrator for inclusion in the *Annual Report* listing all Board decisions during the previous year
 - ensuring that at year's end, a copy of the Board minutes for the year is placed in the church office -- to become part of the official record
 - seeing that minutes of all Congregational meetings are taken; distributed by email in advance of the next Board meeting, informally approved at subsequent Board meetings with such revisions as may be adopted, and included in the Annual Report so that they may be formally approved by the congregation at the next Annual Meeting

2.1.3 Secretary Job Description.

- maintaining a current list of positions, term-of-office, and incumbents of the Board of Trustees and all committees whose members are elected by the Congregation or appointed by the Board.

2.1.4 Treasurer Job Description.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Treasurer Job Description.

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 2/7/06; effective on 4/7/06.

PROCEDURE:

The Treasurer:

1. is elected by the congregation to serve a one-year term, with service limited to three terms (see bylaws, section 7.2);
2. serves as a member of the Board of Trustees-- which involves:
 - attending meetings of the Board - monthly
 - attending meetings of the Executive Committee – monthly
 - attending workdays/retreats – twice per church year
 - making written reports to the Board: (1) the Balance Sheet and (2) the Income and Expenditures Statement – monthly.
 - advising the Board regarding general financial matters including performance relative to the budget
 - serving as a Board greeter at Sunday services – voluntary sign-up;
3. serves as a member of the Finance Committee -- which involves:
 - attending its meetings – monthly
 - bringing the written Board reports to the Finance Committee for discussion prior to the Board meetings
 - participating as a counter of the Sunday collection according to sign-ups – voluntarily, perhaps twice per quarter;
4. serves on the Endowment Committee as a non-voting advisor (bylaws, section 9.1) -- which involves:
 - attendance at meetings – quarterly
 - reporting to the Board – quarterly;
5. ensures that:
 - bills are paid by check and electronically (this responsibility is shared with the Office Administrator)
 - payroll returns are filed (941, W-3, and VA-6)
 - payroll withholding and reconciliation is set up (W-4s)
 - monthly bank statements are reconciled
 - insurance policies are managed (liability, worker’s comp, life, dental, health)
 - end-of-the-year forms are produced (W-2s and 1099s)
 - operational investments are managed (i.e., CDs and money market)
 - financial issues are resolved (i.e., missing checks, over/under payments)

2.1.4 Treasurer Job Description.

- the accounts are prepared for the financial review required by the bylaws (section 7.5)
 - efficient financial systems and procedures are established and maintained;
6. takes a key role, as necessary, in dealing special financial needs, including:
 - negotiating and serving as a legal trustee for mortgage refinancing
 - preparing the annual budget in cooperation with the Finance Committee and the Board
 - advising on and executing the payment of staff holiday bonuses; and
 7. makes use, as appropriate of the following services:
 - a contract with Paychex.
 - automatic bill-pay
 - automatic check-writing and mailing.

2.1.5 Financial Secretary Job Description.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Financial Secretary Job Description.

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 2/7/06; effective on 4/7/06.

PURPOSE:

To provide a job description of the responsibilities and duties of the office of Financial Secretary.

PROCEDURE:

The Financial Secretary:

1. is elected by the congregation to serve a one-year term, with service limited to three terms (see bylaws, section 7.2);
2. serves as a member of the Board of Trustees -- which involves:
 - attending meetings of the Board – monthly
 - attending workdays/retreats – twice per church year
 - making written reports to the Board concerning the status of pledges and the pledge payments – monthly.
 - advising the Board regarding pledges and pledge performance.
 - serving as a Board greeter at Sunday services – voluntary sign-up
 - being responsible for refreshment set-ups – voluntarily rotated;
3. serves as a member of the Finance Committee -- which involves:
 - attending its meetings – monthly
 - bringing the written Board reports to the Finance Committee for discussion prior to the Board meetings
 - participating as a counter of the Sunday collection according to sign-ups – voluntarily, perhaps twice per quarter;
4. strives to ensure in cooperation with the Office Administrator:
 - all pledges and pledge payments are accurately recorded on the computer software used for keeping these accounts
 - any questions about pledge accounts are resolved quickly and to the satisfaction of those making pledges
 - quarterly statements are sent to all pledge units concerning the status of their pledges

2.1.5 Financial Secretary Job Description.

- statements are sent at the end of the calendar year to all pledge units and other significant financial contributors concerning their pledged and unpledged financial contributions
 - the congregation is regularly informed through the newsletter (or otherwise) about the financial reality revealed by data or trends in pledges and pledge payments
 - new pledges from members and friends are actively welcomed not only during the Stewardship campaigns, but also throughout the year
 - all pledge units are motivated to carry out their pledge commitments; and
5. cooperates with the Treasurer in exercising financial leadership for the church.

2.1.6 Trustee Job Description.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Trustee Job Description

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 5/1/06; effective on 7/1/06.

PROCEDURE:

A trustee:

1. serves as one of six (6) trustees on the Board;
2. must meet the qualifications for this position including having been a member for at least one (1) year prior to the date of the annual meeting when the election to this office will take place;
3. is normally elected to serve a three-year term, and (see bylaws, section 7.2 for details), although a trustee may also be appointed by the Board to fill a vacancy until the next annual meeting;
4. as a voting member of the Board of Trustees;
 - attends meetings of the Board - monthly
 - attends workdays/retreats – twice per church year
 - serves as a Board greeter at Sunday services – voluntary sign-up; and
5. is expected to accept additional, volunteer assignments to help accomplish the mission of the Board -- insofar as time permits.

2.2.1 (a) Induction Ceremony for New Members.

**Unitarian Church of Norfolk (Unitarian Universalist)
The Policies and Procedures Manual**

Subject: Induction Ceremony for New Board Members.

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 4/9/06; effective on 6/9/06.

PROCEDURE:

Key: MC = Master of Ceremonies
NMs = New Members
OMs = Old Members
RF = Office Administrator, RF
Bolded and underlined = active roles by persons other than
the MC

Advance Preparation (This Is Crucial):

1. Decide who the Master of Ceremonies (MC) shall be. A good choice might be the Vice President, since the President already has a role in the ceremony.
2. The MC should consult with the President and Minister as to when to schedule this ceremony. It might be held at the first meeting of the new Board (usually in July), or later if more members can attend at a later date.
3. The MC should take care that traditional blue name tags are ordered and produced in time to hand them out following the ceremony. This should be done 2-3 weeks in advance.
4. The Board leadership should decide whether board binders are to be distributed to all members after the ceremony. The MC or another person should be given responsibility for preparing the binders. The process of securing these should be started at least 2-3 weeks in advance of the ceremony. RF was helpful in printing up colorful inserts in the plastic on the outside of the binders and personalizing them for each member of the Board.]
5. The MC, or responsible individual, should decide what should be included in these binders, and arrange for them to be so prepared. Here is a checklist of possibilities
 - A copy of the By-Laws in the pocket for NMs only
 - Terms of Office of Members of the Board for
 - Contact Directory of Board Members
 - Board Policies and Procedures
 - Annual Church Calendar
6. The MC should locate a suitable chalice and a reliable lighter and have it brought into the Curtis Room (place them temporarily on the counter beneath the cabinets along one side of the room).

2.2.1 (a) Induction Ceremony for New Members.

7. The MC should make enough copies for everyone of the responsive reading for everyone (“To Be of Use” by Marge Piercy. – reading #567 in the hymnal, *Singing the Living Tradition*).
8. The MC should make enough copies for everyone of this “Induction Ceremony for New Board Members” – depending on how many will be distributed (see 2nd bullet, below).
9. The MC should contact the President and the Minister at least a week in advance concerning their roles in the ceremony – as indicated below – and secure their agreement to these roles.
10. The MC or responsible person should take care that all Board Binders and new blue name tags are available in the Curtis Room during the ceremony.

Order of the Ceremony: [the ceremony will begin at an agreed time, usually before the business meeting]

- **MC:**
 1. introduces herself or himself: “My name is _____, and I will be your master of ceremonies, and because it will matter in our ceremony, I am a[n] [say Old or New] member. Now we shall make some arrangements of things and people.”
 2. distributes to all present: “To Be of Use” – reading #567 of the hymnal, by Marge Piercy.
 3. distributes copies of the Order of Ceremony to President and Minister, or (alternatively) distributes the Order of Ceremony to everyone.
 4. sets the unlighted chalice on the table center and the lighter on the table next to the chalice
 5. invites NMs to rise and stand together along the table near the cabinets facing the OMs, who will be on the opposite side of the room..
 6. invites OMs sit (temporarily moving to a different chair, if necessary) in chairs along the opposite side of the table facing the NMs.
 7. makes sure that the NMs and OMs have sorted themselves out properly before proceeding, and requests any wayward person to move to the correct location.
 8. invites the president to stand at one end of the table, and the minister to stand at the opposite end table. They will face each other.
 9. selects a new member whom he asks to light the chalice – pointing out where the lighter is located.
- **NM: lights chalice.**
- MC to the New Members: “On behalf of the old members, I wish to welcome you to the first meeting of the new year. To help us to get to know you, will you each please tell us your full names, one by one and proceeding down the line beginning with myself [if MC is an NM] [or] the person standing nearest me. [if MC is an OM]” [MC should make sure that the President and Minister give their names at this time if they are NMs]
- **NMs: one-by-one the NMs say their names**
- MC: “And to help you (looking at the NMs) know us better, all old members will say their full names, one by one and proceeding down the line beginning with

2.2.1 (a) Induction Ceremony for New Members.

- myself [if MC is an OM] [or] the person standing nearest me. [if MC is an NM]"
[MC should make sure that the President and Minister give their names at this time if they are OMs]
- **OMs: one-by-one the OMs say their names**
 - MC: (If any board books or name tags remain undistributed): I will now distribute to the new members all remaining binders and name tags. MC turns meeting over to next speaker. [MC may wish to secure, preferably in advance, the help of an OM in distributing the binders and name tags.]
 - **Minister: [if present] gives to the Board his/her reflections or a reading befitting the occasion (less than 5 minutes)**
 - MC turns meeting over to next speaker [if any]
 - **President: [if present] gives to the Board his/her reflections or a reading befitting the occasion (less than 5 minutes)**
 - MC: "Now let us read responsively 'To Be of Use' by Marge Piercy. The old members will start – and read the regular printed entries. The new members will read the italicized entries."
 - **OMs and NMs responsively read "To Be of Use."**
 - MC: Will our new member _____ please extinguish the chalice?
 - **Old and New Members, in Unison, shall say as the NM extinguishes the chalice is extinguished: "As we extinguish the chalice and after all that has passed before, let the new year commence."** [Alternatively, the NM can say this.]
 - MC: "New Members may return to their seats, and Old Members may retake their former seats."
 - **NMs and OMs (including President and Minister) take their proper seats.**
 - MC: removes the chalice from the table to the side area, removes any undistributed binders, and takes his or her seat.

2.2.1 (b) Board Pledge at the Outset of a New Year

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Board Pledge at the Outset of a New Year

Responsible Group: Board of Trustees

Approved: Approved by Board vote on 12/10/09.

PROCEDURE:

The following is recited in unison:

“As a member of the Board of Trustees of the Unitarian Church of Norfolk

- I will take an active role as a lay leader of our congregation
- I will be mindful of the greater good of the congregation and recognize my personal preferences, and those of other individuals, as of lesser consequence
- I will engage fully with others who are acting in good faith for the betterment of our religious community
- I will actively listen to the ideas expressed by others
- I will freely contribute my thoughts to all points of discussion knowing that my voice is as important as any other
- I will view the work of the Board of Trustees as a team effort

This is my pledge to the congregation, to my fellow Board members, and to myself.”

2.2.2. Board Executive Committee P&P.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Board Executive Committee P&P

Responsible Group: Board of Trustees

Approved: Approved by Board vote on 2/11/10.

POLICY:

The purpose of the Executive Committee of the Board of Trustees is to increase the Board's effectiveness. Among other things, the Executive Committee reviews and forecasts the business of the church and sets the agenda for the Board meeting.

PROCEDURE:

The Executive Committee is composed of the President, Minister, Vice President, Secretary, Treasurer, and Financial Secretary. At the outset of each fiscal year, the Board decides whether any adjustments in the membership of the Executive Committee are needed, and these temporary changes in composition are formalized by the passage of a Board resolution.

The Executive Committee will meet prior to regular business meetings of the Board. Its meeting schedules are set in advance for a considerable period by members of the Executive Committee and are communicated to the entire Board.

It is required that the draft minutes of the previous Board meeting to be available at the meetings of the Executive Committee. This practice serves two purposes: (a) it is a useful reminder of what was done at the last Board meeting, and (b) it gives the Executive Committee members a chance to recommend corrections in the draft minutes before they go before the next Board meeting for approval.

Before Executive Committee meetings, the President usually sends out a reminder to Board members to notify them if they have issues that they wish placed on the monthly agenda. Much of the Executive Committee meeting is spent determining what issues should come to the Board for a decision or discussion, in what form, and in what order. After the Executive Committee has met, the President sends out the agenda for the Board meeting a week in advance.

The Board will decide the procedures for congregational members to address the Board.

Long reports should be submitted to the Executive Committee a week in advance so that they can be read and digested prior to the meeting.

2.2.2. Board Executive Committee P&P.

Members of the Executive Committee, in addition to their meetings, confer whenever desirable and necessary concerning management of board business, including the follow-through on Board decisions.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Board Meetings: Circumstances, Procedures, Agenda

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 5/1/06; effective on 7/1/06.

PROCEDURE:

1. Circumstances of Board Meetings:

1. Meetings are governed in particular by the bylaws, section 7.3 Meetings.
2. Beginning in October 2006 the regular monthly meeting of the Board is held on the second Thursday of the month.
3. The board agenda is prepared at the Executive Committee and communicated to the members in advance of the meeting.
4. Reports of officers and trustees are circulated in advance electronically.
5. Members are expected to attend regularly and be well-prepared. They are governed by the bylaws provision concerning not missing three meetings in a row (see section 7.2).
6. The President chairs Board meetings, although s/he may designate a substitute – usually the Vice-President.

2. Suggested Procedures during Board Meetings: (Refer to Agenda for April 13, 2006 Below)

1. Process Observer: The first line also refers to the person who will act as process observer (PO) – it serves as a reminder. We employ the process-check mechanism in order to help us be sure that our meetings work well for everyone. Any Board member, including the PO, can ask for a “process check” at any time. The PO then asks everyone two questions: (1) how is the meeting going? (2) are you being heard? Each member is called upon to answer on a scale of one to five by holding up the appropriate number of fingers, with five (5) being the highest and one (1) being the lowest. After the answers are displayed, the chair of the meeting asks people who answered with a one (1) or two (2) (or others) to explain their answers and a discussion is held until a consensus emerges that the business of the meeting should resume.
2. Pulse Check: This procedure can give an opportunity for members to bring something to the Board that seems highly important for everyone to know. Or we simply check in personally by briefly informing the others how we are doing on this particular day or night.

2.2.3 Board Meetings: Circumstances, Procedures, Agenda.

3. **Priority Initiatives:** Under the President's report are listed the Board's priorities (structure and policy initiatives). These may have been established at retreats. If these have not been reported on by email, a brief report may be made at the meeting.
4. **Officers' and Staff Members' Reports:** Increasingly, but not always, these reports are done in advance and in writing, and the officer merely answers questions, if any.
5. **Descriptions of Agenda Items.** Items are divided into "Old Business" (continuing from the previous meeting) and "New Business." In the column on "Action," the agenda indicates whether it is anticipated that the board will: (1) receive information, (2) discuss the matter, and (3) take a decision.
6. **Break.** A break allowing time for visits to the bathroom is a necessity. The amount of time it lasts varies. Sometimes the break is moved to a different point on the agenda.
7. **Final Pulse Check:** As the agenda states, each member is invited to answer orally and briefly "How well did we serve the congregation tonight?"
8. **Setup:** We identify who will bring refreshments to the next meeting. This responsibility shifts around. We think refreshments are vital to good meetings.
9. **Meeting Process Observer:** We identify who will be PO at the next meeting. This responsibility shifts around. This function is sometimes combined with the Time Keeper function.
10. **Board Bouquets:** We identify who should be identified as having made a special contribution since the last meeting. Those identified will have their names published in the newsletter by way of thanks. (The secretary is responsible for communicating these names to the newsletter editors; however, the names and the contributions are not currently included in the board minutes.)
11. **Board Welcome:** We make sure that Board members are signed up to give the opening welcome at all worship services for at least a month in advance. The secretary circulates the sign-up sheet and communicates concerning this responsibility to both the Office Manager and Board members. The words of the welcome are written in large type on a paper fixed to the lectern in the sanctuary. Often the board welcomer will be requested (e.g., by the minister, or someone in charge of an activity) to also make a special announcement or "punch up" something contained in the order of service.
12. **Extending the Meeting Past 9:00 P.M.** If the meeting appears like it will extend beyond 9:00 PM, the chair at approximately 8:45 PM will ask the members to approve extending the time of the meeting to 9:30 PM. If this is approved, we have additional time. If we hit 9:30 PM and are not finished with our business, the issue of adjournment is addressed expediently.
13. **Words at the Bottom of the Agenda.** At a Board retreat, the characteristics listed were identified as important determinants Board effectiveness. They appear here as helpful reminders to the Board members.

3. Agenda for April 13, 2006

Unitarian Church of Norfolk (Unitarian Universalist)

2.2.3 Board Meetings: Circumstances, Procedures, Agenda.

**Board of Trustees
April 13th, 2006**

<i>What</i>	<i>Who</i>	<i>Action</i>	<i>Time</i>
□ Call to Order	President	Commence & Pulse Check	15min

Thanks Set-Up: **Maryann** Process Observer/Timekeeper: **TBA**

□ Minutes Previous meeting	Secretary	Approve	5min
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□ Reports (Submitted Electronically)		Information	
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□ Structure Initiatives		Policy Initiatives	
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➤ President	John Bradshaw
➤ Minister	Paul Boothby
➤ DRE	Christine Spratley
➤ Vice President	Barbara Cheney
➤ Treasurer	Robert Hamlin
➤ Financial Secretary	Phil Gillette
➤ Secretary	Julie Hurst

□ Old Business			
1. Stewardship – Report on pledges received to date		Report	5 min.
2. PPM Committee Report – Phil		Action	15min.

□ **Break**

□ New Business			
1. Debrief Congregational Meeting/Mid-Winter Retreat		Disc	10min.
2. Equal Marriage Rights for All banner- Board		Disc/endorsement	10min.
3. Long-Range Plan – Report from Forrest		Report	10min.
4. Proposed Concert Series- Anthony		Report	10min.

Pulse Check **How well did we serve the congregation tonight?**

Set-Up: _____ **Process Observer:** _____

Board Bouquets: _____

Sign-Up for Board Welcome _____

□ **Adjourn**

Responsive to Congregation and with each other / Organized / Continuously improving /
On task / Transparent / Accountable / Visionary / Disciplined

**Unitarian Church of Norfolk (Unitarian Universalist)
The Policies and Procedures Manual**

Subject: Board Policies and Procedures

Responsible Group: Board of Trustees

Approved: Approved by Board vote on 2/14/08.

PROCEDURE:

Introduction

The Board's fundamental purpose is to serve the congregation, and in so doing it frequently takes a leading role. The Board has developed policies and procedures by which it operates. While most are informal, some have been written down and placed in the revised *Policies and Procedures Manual* (a compendium produced by the PPM Committee.) This document is intended to be one of the documents about the Board in the PPM.

Expectations of and for Board Members

Board members are expected to attend meetings regularly, on time, and be well-prepared. If members cannot attend a meeting, they should notify the President. (Please check the by-laws provisions concerning attendance!) During Board meetings members are expected to listen respectfully to one another's viewpoints, employ the "process check" mechanism if problems arise with the meeting process, and work together to help move meetings along. Members should check their mailboxes frequently. Members are expected to be visible to the congregation -- wearing distinctive Board name tags and doing "Board Welcomes." Board members are expected to answer people's requests for information and also to bring information received from the congregation to the Board. Members are expected to volunteer to take additional responsibilities for church activities.

Board members should expect that they will receive timely information and reports necessary to work successfully. New members will be helped in getting oriented. Members will receive a mail box in the mail room (downstairs). Members have in the past received mailed copies of *InterConnections: For Lay Leaders of UU Congregations*. (available at <http://uua.org/interconnections>).

In 2007-2008 the Board adopted a Board Behavioral Covenant at the beginning of the year. After putting it in writing, Board members signed it. The covenant then appeared at the bottom of the Board's meeting agendas, and was referred to at meetings—

2.2.4 Board Policies and Procedures

sometimes by the President's reading them aloud at the outset, sometimes by referring to them when questions arose.

Procedures Outside the Meetings:

The Secretary endeavors to send out draft minutes within two weeks of the meeting, in time for the Executive Committee to review them. (We do almost all communications by e-mail.)

The Executive Committee of the Board tries to meet between the regular business meetings, which are currently held on the second Thursday of the month (the schedule for the Executive Committee is established each year by its members). Much of the time at these meetings is spent on trying to determine just what has to come to the Board for a decision, and in what form and in what order. After the Executive Committee has met, the President sends out the agenda for the Board meeting. As often as possible, reports concerning Board business are disseminated in advance.

Immediately following board meetings, the secretary disseminates "Board Bullets" to members of the board, with a copy to the Office Manager, summarizing what transpired. Formal approval of the board minutes takes place at the subsequent Board meeting. Paper copies of approved minutes are kept by the Office Manager in a binder in the office.

We usually set annual priorities at the summer retreat (these retreats are traditional, they often have an outside facilitator, and sometimes they occur in the early fall). Since 2004 we have usually held mid-year Board retreats to review progress and consider new priorities. Additionally, to facilitate congregational input and to report to the congregation, we have since 2003 staged three Mid-Winter meetings for the congregation at which no business is done (i.e., they are not "special congregational meetings" in the sense of the by-laws).

We try to keep the congregation regularly informed about the Board's actions through "Board Bits" in the newsletter, the posting of minutes and financial reports in the Social Hall, and by special newsletter articles. A list of Board decisions each year is prepared by the secretary and published in the Annual Reports. Members make themselves visible to the congregation by taking turns giving the "Board Welcome" messages at Sunday services and wearing special Robin's-egg blue name-tags.

Sometimes issues come to the Board from congregants who have not gone through a committee process. In the past the Board resorted to a formal procedure to be used for congregants wishing to get issues on the Board agenda. Alternatively, the Board has considered that if an issue reaches the President by Sunday before the meeting, it is eligible for inclusion. If need be, the Board can divert or postpone issues that it believes are not expedient for consideration at a particular meeting.

2.2.4 Board Policies and Procedures

Although less formal than the Executive Committee, other meetings of the members of the Board are necessary for its functioning. These will include meetings of ad hoc committees established to accomplish specific purposes. One anticipates that leadership meetings (in one form or another) outside the parameters of our monthly business meetings will continue to be a needed asset of the Board.

Make Use of the Policies and Procedures Manual

Board members and congregants are urged to consult the revised PPM. This compendium will be available in binders in the office. Moreover, upon request the Office Manager can send P&Ps to individuals attached as word documents to e-mail. For example, the Office Manager can first send out the Table of Contents, and later can send specific P&Ps that are specified. With luck, this service should be put in place by the end of the 2007-2008 fiscal years.

2.2.5 Board Behavioral Covenant.

**Unitarian Church of Norfolk (Unitarian Universalist)
The Policies and Procedures Manual**

Subject: Board Behavioral Covenant.

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 12/11/07; effective on 2/11/08.

PROCEDURE:

Say what's on your mind/Listen openly and without judgment/Use active listening, ask for clarification/Show solidarity with the Board/Accept personal responsibility for Board membership/Adequately process hurt feelings to promote resolution/Respect time of Board members, adhering to agenda timing.

2.2.6 Organizational Chart

Unitarian Church of Norfolk (Unitarian Universalist) The Policies and Procedures Manual

Subject: Board Policies and Procedures

Responsible Group: Board of Trustees

Approved: Approved by Board vote on 12/10/09.

PROCEDURE: (See the following chart.)

2.2.6 (a) Organization Chart Introductory Information

From the Bylaws of the Unitarian Church of Norfolk (Unitarian Universalist):

3.0 ULTIMATE AUTHORITY AND DEMOCRATIC PROCESS

The members of this church, meeting as a congregation, shall have final governing power and are the ultimate authority of this church.

7.1 BOARD OF TRUSTEES

7.2 Responsibility: The Board of Trustees has responsibility for managing the affairs of the church; ensuring the custody, conservation, and protection of church property; administering the annual budget; creating additional standing committees, and implementing the priorities and policies determined by the congregation.

10.1 STAFF

10.2 Minister: The Minister shall have a primary responsibility for the spiritual interests of the church.

Our **Organization Chart** symbolizes our shared ministry and shows the lines of cooperation between the various staff members, committees, teams and individuals that share the responsibilities associated with this ministry.

For space considerations the following were abbreviated.

Building and Grounds Committee: **B &G**

Caring Team: **Caring**

Children's Religious Education Council:
CREC

Choir Director: **Choir Dir**

Committee on Ministry: **CoM**

Director of Religious Education: **DRE**

Endowment Committee: **Endow**

Fabulous First Friday: **FFF**

Fair Trade coffee sales: **Fair Trade**

Finance Committee: **Fin**

Introduction to Unitarian-Universalism
classes: **Intro UU**

Nominating Committee: **Nom**

Nursery Supervisor: **Nursery Super**

Office Administrator: **Off Adm**

Personnel Committee: **Pers**

Policies and Procedures Manual Committee:
PPM

Public Relations and Advertising:

PR and Advertising

Religious Education: **RE**

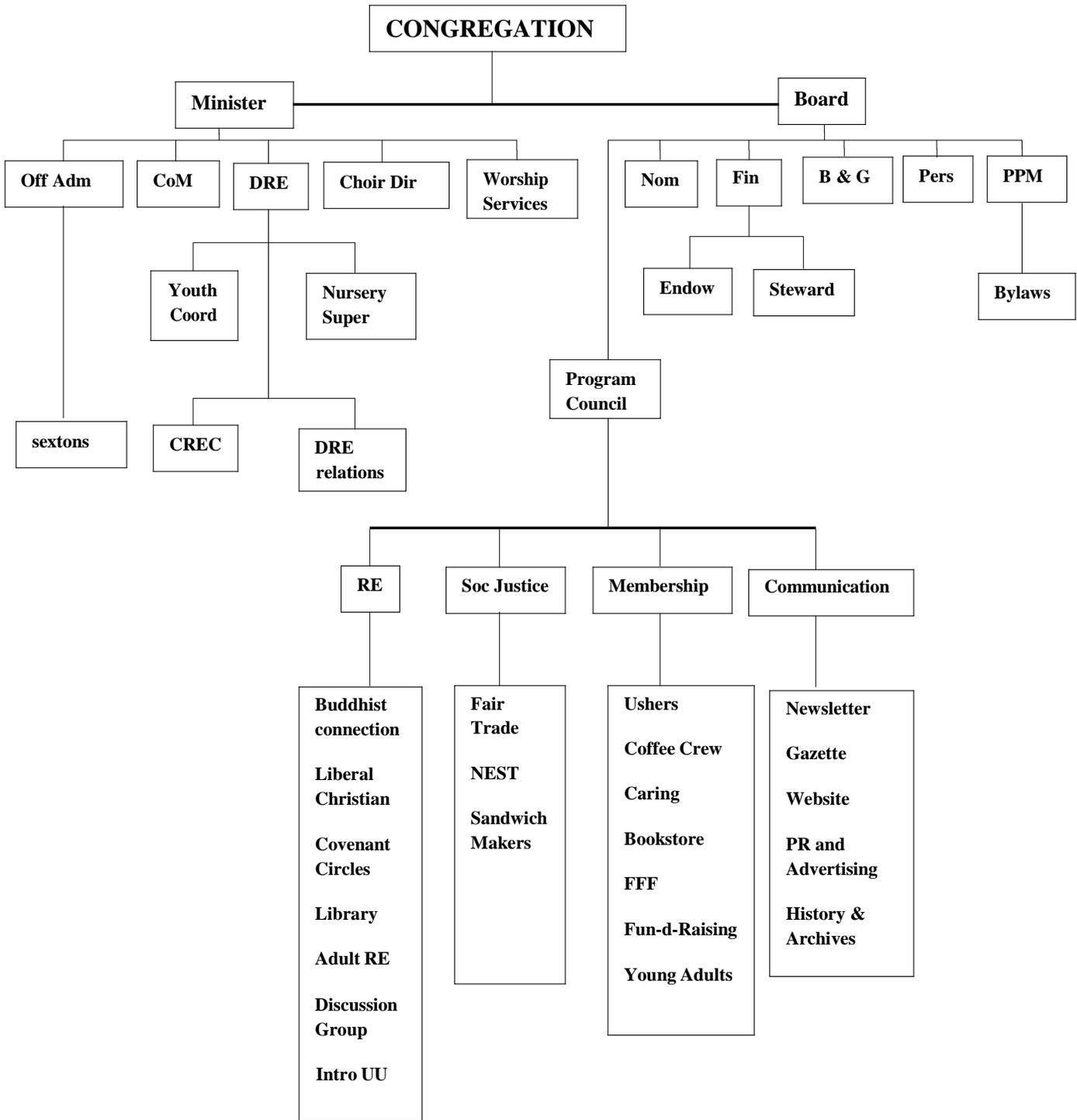
Social Justice Committee: **Soc Justice**

Stewardship Committee: **Steward**

Youth Coordinator: **Youth Coord**

2.2.6 (b) Organizational Chart

UCN organizational chart
with lines of support
(updated: June, 2011)



2.2.7 Making a Presentation or Request to the Board -- Board Presentation Form.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Making a Presentation or Request to the Board -- Board Presentation Form

Responsible Group: Board of Trustees

Approved: Approved by Board vote on 2/11/10.

Procedure

Unitarian Church of Norfolk Making a Presentation or Request to the Board of Trustees

The Board of Trustees of the Unitarian Church of Norfolk meets the second Thursday of each month from 7:00 p.m. to 9:00 p.m. To facilitate good use of everyone's time and ensure that issues being brought to the Board are given the attention they need the following policy will guide and support individuals or groups making a presentation to the Board.

Policy:

1. For all matters being brought to the Board for information or decisions, the "Board Presentation" form is to be completed and forwarded to the Board President no later than the Sunday prior to the Board meeting at which the presentation is to be made.
2. If an in-person presentation is desired, such presentations, including questions and discussion will normally be restricted to 15 minutes. If a Board decision is requested, please ensure that documentation provided in advance of the scheduled presentation provides all information necessary for the Board to make an informed decision. Oral presentation to the Board should summarize written information only and should take no more than three minutes. Board members are expected to have thoroughly read information provided in advance of the meeting so that maximum time is available for questions and discussion.
3. Normally a maximum of two presentations to the Board will be scheduled at any given meeting, and will normally be presented at 7:30 p.m. and 7:45 p.m. (if there are two).
4. Information beyond that required on the Board Presentation Form may be prepared and submitted for review. However, in all cases, pertinent information must be summarized in the required format with no more than one additional page of background or other information attached.

Please see Presentation Form below and on back of this sheet.

2.2.7 Making a Presentation or Request to the Board -- Board Presentation Form.

**Unitarian Church of Norfolk
Board Presentation Form**

Name of Presenter(s)	
1.	2.
Committee or Group Represented	
Purpose of Presentation	Information Information and decision Request Advice Other
Brief Background Information (Attach up to ONE additional page if necessary)	
Specific Issues (Please use point form)	
1.	2.
3.	4.
5.	6.
<p>If a Board decision is requested, please develop a specific motion for consideration. (Note: Only a member of the Board can make, second or vote on a motion. Your motion may not be presented exactly as you have developed it, but having a specific starting point is helpful.) Move that:</p>	
Impact (Identify in point form, the impact of approving/not approving your request)	
If the Board approves your request	
Positive Impact	Negative Impact
If the Board does NOT approve your request	
Positive Impact	Negative Impact

2.2.7 Making a Presentation or Request to the Board -- Board Presentation Form.

3.2.1 Endowment Committee Policies and Procedures.

Unitarian Church of Norfolk (Unitarian Universalist) The Policies and Procedures Manual

Subject: Endowment Committee Policies and Procedures

Responsible Group: Endowment Committee

Approved: Approved by Board vote on 4/13/06.

PURPOSE:

The Endowment Fund enhances the mission of the Unitarian Church of Norfolk by providing investments apart from the general operating fund of the church.

POLICY:

The Endowment Committee is governed by section “9.1 Endowment Committee” of the bylaws, and is accordingly responsible for soliciting contributions, investing them, reporting regularly to the Board and Congregation, and ensuring that income generated from the investment of the principal shall be expended only after the principal amount of \$250,000 is achieved.

The Endowment Committee -- according to bylaws, section 9.1 – is composed of six (6) regular members serving three-year terms (three are elected by the congregation and three are appointed by the Board), plus the Treasurer, who is a non-voting advisor. (See bylaws, section 9.1, for details.)

PROCEDURES/GUIDELINES:

GENERAL:

1. Committee will meet a minimum of four (4) times per church year.
 - A. First meeting should be held shortly after Annual Meeting to establish the year’s officers (chair, secretary, and treasurer) and introduce new members.
 - B. A meeting should be set 60-90 days prior to due date of church’s Annual Report so that the committee’s report can be drafted.

Meeting days and times should be established each year by general consensus of members. (e.g., Weds. 6 PM)

2. Committee will meet a minimum of four (4) times per church year.
3. Each member should:
 - A. Be familiar with the committee’s functions, duties, literature, etc.

3.2.1 Endowment Committee Policies and Procedures.

- B. Be prepared to answer congregants' questions about the committee's purpose and how to make donations
- C. Make every attempt to make all meetings, as a quorum is needed to conduct business
- D. Participate in drafting the Annual Report to the congregation
- E. Be prepared to assist the chairperson and/or secretary with responding to donations in a timely manner.

Note: there are three form letters on the church computer that can be obtained with the assistance of the church Office Administrator

- 1. Thanking donor for a memorial donation: This letter is to the donor and should list the amount of the donation.
 - 2. Thanking donor for a "living" donation. This letter is to the donor and should list the amount or type of donation.
 - 3. Letter to family/trustee advising them of memorial donations. This letter lists the names and addresses of donors BUT NOT the amount of the donation.
- F. A meeting should be set 60-90 days prior to due date of church's Annual Report so the committee's report can be drafted.

CHAIRPERSON:

- 1. Shall set dates for all meetings. Dates must be coordinate with the Office Administrator for room availability.
- 2. Shall notify all committee members of date and time as soon as possible via phone or email with a reminder several days prior to the meeting.
- 3. Shall have written agenda to follow with a copy for the secretary to work from.
- 4. Is contact person for Office Administrator or treasurer to notify of all donations:
 - A. Shall verify all donations and amounts prior to the sending of letters of thanks to donor and/or family/trustee
 - B. Shall do or appoint committee member to do all thank you letters or family notification letters. NOTE: Letters should be sent within 15 days if possible.

3.2.1 Endowment Committee Policies and Procedures.

5. Is contact person for church board requests: usually by church vice-president.
6. Reports to Board via church vice-president following each meeting. This can be accomplished by sending the vice-pres. a copy of “approved” minutes. Any additional comments may be sent separately if necessary.
7. Be sure copy of approved minutes are sent to church vice-pres., filed in Endowment Committee notebook in church office, and put in chairperson’s notebook to be passed on to next chairperson.
8. Shall be sure any new member of the committee is made familiar with the committee’s function, duties, etc.
9. In the event a member misses several meetings, has a problem with being on the committee, or does not participate, the chair shall make every effort to resolve the problem. If a resolution is impossible, the chair shall take the problem to the church vice-president who will take it to the Board.
10. Assist Nominating Committee with filling any openings in the committee in cooperation with the church vice-president
11. Shall perform all duties necessary to be sure the committee remains engaged with the church Board and treasurer and functions within the church bylaws.
12. Shall prepare with the help of the committee members at least two articles to be published in the church newsletter as regards information about the committee, donations, remembering the committee in wills, etc. The intent is to keep the Endowment Fund in the minds of the congregation.

SECRETARY:

1. Shall take minutes of all meetings and, if unable to attend, notify the chair in advance, if possible, so that someone can take them in their place.
2. Write up minutes after each meeting.
3. Have copies of minutes at next meeting for all members to approve or correct. The chair will require three (3) copies.
4. Assist Chair with sending donation letters.

TREASURER

1. Shall provide copy of current financial statement (Schwab Report) to all members at each meeting.

3.2.1 Endowment Committee Policies and Procedures.

2. Shall work with church treasurer on all financial transactions conducted by the committee.
3. Shall help with Annual Report as regards the financial statement.
4. Shall research and recommend investments to the committee as needed. This can be done in coordination with the church treasurer if necessary.

3.3.1 Committee on Ministry P&P.

Unitarian Church of Norfolk (Unitarian Universalist) The Policies and Procedures Manual

Subject: Committee on Ministry (CoM) Policies and Procedures

Responsible Group: Committee on Ministry (CoM)

Approved: Approved by Board vote on 5/11/06.

PURPOSE:

The purpose of the Committee on Ministry (CoM) is to strengthen the quality of ministry within the congregation. Such a committee serves as a support group for the minister and a communication channel between the minister and the congregation. Committee members should have the confidence of both minister and congregation.

Ministry and Mission:

Together, the minister and the CoM share the responsibility of:

- educating the congregation about ministry in general, about the particular ministry of that congregation and about the partnership and trust necessary to bring that particular ministry to life.
- setting standards of excellence and providing opportunities for all to be held accountable.

The church's clear and unambiguous understanding of its mission determines the scope of its ministry. It is the responsibility of the CoM to ensure that the congregation has developed that understanding and recognizes the total ministry of the church, the integrated work of the clergy and the laity.

Relationship with Congregation:

Trust, integrity and confidentiality are essential to the work of this committee. The members must have the trust of the congregation at large, the board and the minister. They must be perceived as having a firm commitment to the overall health of the

Congregation and provide periodic reports from the CoM to the board. Close relationships are important to build and maintain trust. It is wise to remember that the minister(s) and the members of the congregation have a professional – not private – relationship with each other.

POLICY:

The Bylaws, in section "9.4 Committee on Ministry," declare: "The responsibilities and composition of this standing committee will be stated in the PPM." Pursuant to its constitutional responsibilities and authority, the Board of Trustees ("Board") of the Unitarian Church of Norfolk (Unitarian Universalist)

3.3.1 Committee on Ministry P&P.

["UCN"] hereby establishes and empowers a Committee on Ministry. The mission of the Committee on Ministry shall be to monitor, on a regular and continuing basis, the effectiveness of the total ministry of UCN.

PROCEDURE:

Committee Structure and Membership:

The CoM is responsible to the Board for supporting and monitoring the health of this ministry. It is vital that committee members have the confidence of both minister and congregation. The Committee on Ministry shall be composed of five voting members (except during the first year's service of a called minister – see section immediately below). The professional minister(s) shall be an *ex officio* nonvoting member(s) of the Committee on Ministry. The term of office for voting CoM members should be sufficiently long to be able to develop a deep trust with one another and with the minister. Each term should be three years. Terms should be staggered so the CoM's institutional history will not be lost in transition. To fill vacancies on the committee, the minister may submit a list of three names to the governing board and they will choose one. In making its recommendations for members, the Minister and Board shall consider only persons who have been members of UCN for at least three years, and shall give special consideration to the nomination of persons who have held significant leadership positions at UCN. No person shall serve more than one consecutive three-year term on the Committee on Ministry, and upon completion of such a term shall be ineligible for reappointment until after the expiration of at least one year. If a position on the CoM becomes vacant in mid-term, the Board (using the same procedure) will make an appointment to fill the remainder of the term, and a person so appointed shall be eligible to serve a consecutive three-year term.

Committee Membership during the First Year's Service of a Called Minister

In order to provide continuity during the first year's service of a called minister, the CoM shall be expanded to allow for an appointment of one or two persons, as voting members, who have been members of the Ministerial Search Committee that recruited the called minister and who will serve on the CoM for a special one-year term. By the end of August in the first year, the called minister shall submit to the Board a list of names of up to three persons who would be willing to serve in this capacity, and the Board will make the appointment(s). Persons who have completed such a special term shall be eligible for reappointment to a regular three-year term.

Chairperson of the Committee on Ministry:

The Committee on Ministry shall elect its own chair. The chair shall call and conduct the committee's meetings, prepare an agenda for each meeting in consultation with the other members and with the professional minister(s), and present a written annual report to the congregation and communicate quarterly with the Board. The chair may vote on any matter before the committee.

Vice-Chairperson of the Committee on Ministry:

The Committee on Ministry shall elect its own vice-chair. The vice-chair shall call and conduct the committee's meetings in the absence of the chair and prepare an agenda for each meeting in consultation with the other members and with the professional minister(s). The vice-chair may vote on any matter before the committee.

3.3.1 Committee on Ministry P&P.

Secretary of the Committee on Ministry:

The committee shall elect a secretary. The secretary shall keep minutes of the committee's meetings. The secretary may vote on any matter before the Committee.

Committee Meetings:

The CoM should meet monthly, with a prepared agenda for each meeting. The advantage of monthly meetings with regularly scheduled reviews of various items is to avoid crisis-orientation in the work of the committee. A regular agenda helps the discussion to be focused and goal oriented. The agenda should include a brief check-in by each of the members and a longer check-in by the minister(s). This check-in is not a personal life check-in, but its purpose is to take the pulse of the life and health of the congregation from the perspective of the committee member. It is important that the members be active in the life of the church and thus be able to speak knowingly about the current health of the congregation. An occasional meeting without the active participation of the minister can sometimes be useful, particularly when the minister is not physically available. It is essential, however, that the minister be advised of this meeting in advance and informed as to the substance of the discussion. It is not to be a secret meeting.

The bylaws, in section "9.6 Committee Meetings," provide that the CoM may have meetings that are not open. Some CoM meetings may be conducted as "Executive Sessions" (see "Other Provisions," below) -- all discussion within the meeting to be held in strict confidence.

A) Regular Monthly Meetings

Each month the minister meets with the voting members of the Committee on Ministry to report on recent and upcoming activities, for counsel in the conduct of his ministry, and feedback on congregational matters. The minister prepares professional goals for the year and assesses progress with the Committee on Ministry. These are shared with the Board of Trustees.

B) Direct Consultation with Members

Anyone who has a concern about the minister's activity or role is encouraged to speak directly with him or her. Members of the Committee on Ministry stand ready to support people in doing this.

C) Direct Consultation with the Board and its Committees

Almost all major CoM activities are undertaken in collaboration with congregational groups, and there is ongoing interplay and feedback.

Responsibilities of the Committee on Ministry:

The Committee on Ministry shall monitor and evaluate the total ministry of UCN on a regular and continuing basis. The total ministry of UCN includes everything that supports and is involved in the accomplishment of UCN's religious, spiritual, community building, educational and social outreach vision, to include the professional ministry, the lay leadership and the shared ministry of the entire congregation. In performing its mission, the Committee on Ministry shall, at a minimum:

Meet at least annually with the professional minister(s) to develop goals for the ministry of UCN and to provide input to the Board on the degree of success in achieving goals set in the previous year.

3.3.1 Committee on Ministry P&P.

Consult with the professional minister(s) about effective performance and relationships, and make recommendations to the Board (or the Board's designee) on salary and housing, benefits and allowances for the professional ministers.

The Committee on Ministry shall periodically report to the Board on the means adopted to execute its responsibilities.

The most important functions of the Committee on the Ministry are:

1. to aid the minister in carrying out an effective ministry by being available for counsel;
2. to keep the minister advised of conditions within the congregation as they affect the relationships between ministers and members, with the main thrust on strengthening and improving relationships;
3. to continually interpret to the congregation the nature and scope of the work of the minister, including a clarification of role expectations and realistic priorities for ministers and members;
4. to consult with the minister and submit an annual compensation recommendation to the governing board or personnel committee;
5. to work with the minister on his or her continuing education program, sabbatical planning, or other professional development and to advocate such plans to the governing board and congregation, including appropriate funding.

The Committee on Ministry:

- . continually monitors congregational life;
- . coordinates periodic (perhaps every three years) assessments of the shared ministry of the congregation, and within that context only, the professional ministry;
- . continually educates itself about ministry ;
- . educates the congregation regarding all aspects of the ministry;
- . helps model healthy and deepening relationships with the minister;
- . advises the board regarding the health of the ministry;
- . supports the minister as lay-colleagues;
- . may make recommendations to the Finance Committee as to the financial expenditures to support the ministry;
- . supports the minister's planning for continuing education, sabbaticals, and other professional development and recommends and actively supports such plans to the board and the congregation;
- . in partnership with the minister, supports planning efforts for continuing education of the congregation for its growing understanding of congregational ministry.

Other Provisions:

- a. The CoM will initiate and facilitate the process of evaluation of the total ministry of the congregation and interpret the results from the instrument(s) used.
- b. The Committee on Ministry should generally meet at least monthly. At least once annually, it should report to the congregation and exchange information on the total ministry of UCN with interested members of the congregation.

3.3.1 Committee on Ministry P&P.

- c. Four voting members of the Committee on Ministry shall constitute a quorum.
- d. The Committee on Ministry shall submit an annual budget request. The Board shall give special consideration to requests for funds for the purpose of training committee members in assessment of professional ministers and of the total ministry of a church.
- e. *Transitional Provision.* The initial CoM will develop a transition plan to stagger the terms of the members.

3.3.2 Responsibilities of Committee on Ministry During Interim Period (Transitions Team)

Unitarian Church of Norfolk (Unitarian Universalist) The Policies and Procedures Manual

Subject: Responsibilities of Committee on Ministry During Interim Period (Transitions Team)

Responsible Group: Board of Trustees

Approved: Approved by Board vote on 10/08/09.

PROCEDURE:

MOVED, that the following provisions are hereby added to the congregation's Policies and Procedures Manual:

In accordance with Article 9.4 of the Bylaws, a Committee on Ministry is hereby constituted, with the following responsibilities and composition:

1. During periods of settled ministry. *Reserved for future adoption.*
2. During periods of interim ministry.
 - a. Composition. During periods of interim ministry, the membership of the committee on ministry shall be reconstituted, to consist of three to five members whom the board may designate, consisting so far as practicable of well-known members, chosen for their knowledge, skills and good reputations in the congregation, and not as representatives of any particular constituency within the congregation, nor from members of the board or of the committee on ministry of the previous settled minister.
 - b. Responsibilities. The responsibilities of the committee during such periods shall be to work as a team with the interim ministers in assessing the needs of the congregations in relation to the five developmental tasks set forth in paragraph c, in conducting or arranging for key workshops (such as congregational gifts, appreciative inquiry and visioning); conducting congregational interviews and being available to members to discuss their hopes and concerns; analyzing findings and discerning patterns from congregational data and input; communicating findings, conclusions and draft proposals to the congregation, through the newsletter, web site and other appropriate ways; and offering ideas concerning “next steps” for the congregation.
 - c. Developmental tasks.
 - (1) claiming and honoring the congregation's past, and engaging and acknowledging its griefs and conflicts;
 - (2) recognizing the congregation's unique identity, and its strengths, needs and challenges;

(3) understanding the appropriate leadership roles of minister, church staff and lay leaders, and navigating the shifts in leadership that may accompany times of transition;

(4) making appropriate use of UU cluster, district, UUA and other outside resources; and

(5) renewing the congregation's vision, strengthening its stewardship, preparing for new growth and new professional leadership, to the end that the congregation will be ready and eager to embrace the future with hopeful anticipation and zeal.

4.0.1 Board Committee Chairs, Co-Chairs and Meeting Times.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Board Committee Chairs, Co-Chairs and Meeting Times

Responsible Group: Board of Trustees

Approved: Approved by Board vote on 3/12/09.

POLICY:

According to bylaws section 7.1 the Board has broad authority for management of the affairs of the church and over committees. The Board has decided to define policies and procedures regarding the appointment of committee chairs and co-chairs, as well as the scheduling and cancelling of dates and times of committee meetings. This P & P document applies only to committees placed in section 4.0 BOARD COMMITTEES of the Policies and Procedures Manual, plus the Endowment Committee (which reports to the Board according to PPM document 2.2.7, Organizational Chart, although some of its members are elected by the congregation). As of this writing (February 2010) the committees governed by this document are: Building and Grounds Committee, Bylaws Committee, Endowment Committee, Finance Committee, Personnel Committee, Policies and Procedures Manual Committee, and Stewardship Committee.

PROCEDURE:

1. Appointment of Chairs and Co-Chairs:
 - Chairs and co-chairs of these committees will be appointed by the Board of Trustees. Suggestions from committee members will be considered but official appointment will be done by the Board.
2. Membership Provisions for Chairs and Co-Chairs:
 - It shall be the policy of the Board of Trustees that persons appointed to be chair or co-chair of one of these committees must be Members in Good Standing and have at least a one (1) year membership status prior to the appointment. The Board may waive by a two-thirds (2/3) vote the requirement for one (1) year membership.
3. Committee Meeting Times:
 - Committee chairs, in consultation with committee members, will establish mutually convenient dates and times of meetings. These dates and times will be entered into the church calendar as soon as practicable.
 - In the event that a meeting must be cancelled, or a date or time must be changed, it will be the responsibility of the chair(s) to notify members of the committee of such change and get a response that indicates the notification was received.

4.1.2 Weekly Collection and Counting Procedures.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Weekly Collection and Counting Procedures

Responsible Group: Finance Committee

Approved: Submitted to the Board on 2/7/06; effective on 4/7/06.

PROCEDURE:

Offering Collection

It is the responsibility of the *ushers* to collect the offering. Immediately following the collection, **two ushers together**, take the offering to the mailroom. The cash and checks are then placed into the appropriate color-coded envelopes, sealed and dropped into the locked safe through slot.

- Four (4) color-coded envelopes are located on top of the safe in mailroom
- two (2) envelopes are labeled for the Regular collection from each service
 - two (2) are labeled for Special offerings collected from each service

Authorization to Open UCN Church Safes

Mail room - Finance committee members only

Church Office - Finance committee members and Office Manager

Weekly Counter Schedule - Posted in Mailroom for reference.

Counters are members of the Finance Committee and church volunteers.

This schedule is the responsibility of the Finance Committee and should be updated regularly to reflect any and all appropriate changes. Notify designated committee member of changes in schedule.

After church service and before donations are retrieved from the safe – it is the responsibility of the assigned counters to make sure that the committee member and the volunteer are both present to assist in the counting procedure.

Note: In the rare instance that both counters are not present and a substitute can not be found, the collection must be left in the safe. The Financial Secretary and Office Manager need to be contacted and arrangements made to have the collection counted by two individuals as soon as possible.

Regular Sunday Collection Counting Procedure

The Finance Committee member retrieves donations from safe in mailroom and proceeds with the volunteer to the church office to count the collection. The money should never be left unattended from this point.

The Finance Committee member opens office safe

4.1.2 Weekly Collection and Counting Procedures.

- retrieves the blue folder, containing the *Weekly Income Report*
- bank bag and calculators
- retrieves any additional cash or checks inserted by Office Administrator

The Regular Sunday collections from the first and second services are combined into one collection for the purposes of recording.

Note: Special offerings are to be counted separately by two additional counters.

Working together, the counters carefully separate the donations into the appropriate categories of **Plate** (anonymous cash), **Designated funds** and **Pledged/Unpledged** checks and cash envelopes.

Arrange “Pledged/Unpledged” checks into alphabetical order, checking for special notes that may be placed in the lower left remarks line (pre-pay or prior year pledge, flowers, building use, etc).

Weekly Income Report

These forms are kept in blue folder inside office safe. They consists of a cover page for income totals used by UCN Treasurer and the Office Manager to prepare for Bank deposit and bookkeeping. Record Date at top of page.

Page 1:

Left column used to record all designated funds

Right column

- to list total amounts transferred by category and final total for bank deposit
- number count of individual Bill amounts
- Signatures of counters

Pages 2 thru end

An alphabetized listing of all Pledged and Unpledged contributors.

(additional names of new contributing members and friends are recorded here also)

Recording Procedure

Two separate *Weekly Income Reports* are used to record amounts, these can be used as a cross reference check of totals to ensure agreement.

Date and sign both copies (two legible signatures, add printed name if necessary).

Record **Plate** amount (all **anonymous cash** donations).

Note: small manila church envelopes need to be checked carefully – anonymous cash is considered “Plate”. Envelopes that are annotated with “names” are placed with the Pledged and Unpledged donations to be recorded appropriately.

Do not remove cash from the “labeled” envelope until it is properly recorded.

Cash donations need to be marked as ‘Cash’ beside the recorded amount.

Record the **number count of all bills** and loose change

(i.e. \$20 – record as four \$5’s, keep a running tally when necessary).

Total once all cash is accounted for, from all categories.

4.1.2 Weekly Collection and Counting Procedures.

Record all **Designated** funds – list purpose.

Record all **Pledged and Unpledged** contributions.

- If a name is not listed, the donor is considered unpledged.
- Add donors name, write amount in the Unpledged column.

Transfer totals to Page 1 of the *Weekly Income Report*.

Total all categories and record final amount for bank deposit.

Place *Weekly Income Reports* in blue folder.

Place all checks, bills, and coins in a bank bag.

Secure everything in the office safe.

Return color-coded envelopes to mailroom.

Special Offering

Counters are responsible for sorting, counting and recording only the Special offering collection.

The special collections from the first and second services are combined into one collection for the purposes of recording.

A separate alphabetized listing is used for recording and tallying all amounts.

Label sheets as “Special Offering”, list fund or organization name.

Each counter dates and signs both sheets.

Keep track of the number of bills (as is done for the regular collection).

Give signed sheets to the Finance Committee member counting the Regular offering.

The special offering totals are then transferred to the *Weekly Income Report* to be included in the final totals.

4.1.3 Monthly Request for Information toward the Financial Secretary's Report.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Monthly Request for Information toward the Financial Secretary's Report

Responsible Group: Finance Committee

Approved: Submitted to the Board on 5/1/06; effective on 7/1/06.

PURPOSE:

To have a written record of the how the Financial Secretary obtains the data needed for compiling the monthly Financial Secretary's report.

PROCEDURE:

Monthly Request for Information toward the Financial Secretary's Report

Hi [Name of UCN Office Administrator],

Today's date [_____]

This is my monthly request to you to help me prepare my financial secretary's report through the end of [month].

To summarize, I will need from you:

1. Copies of all weekly count sheets for Sundays in [month]. (these can be put in my mailbox in an envelope, if you wish)
2. A copy of the fund summary report for [month]1 – [last day of month] (ditto)
3. A copy of the funds summary for [month]1 – [last day of month] (ditto)
4. At this date or soon thereafter and in writing, the total number of pledge units for FY 2005-06
5. At this date or soon thereafter and in writing, the total amount pledged for FY 2005-06

As for items 4 and 5 above, I would need to have a printed cc of all pledges from our data base only if the number of units or the total amount of pledges differs from what I anticipate as explained below:

[_____]

I hope all is going well with you. Thank you, again.

In partnership,

4.1.3 Monthly Request for Information toward the Financial Secretary's Report.

XXXX, Financial Secretary

4.1.4 Designated Gift Policy.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Designated Gift Policy

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 5/1/06; effective on 8/1/06.

POLICY:

DESIGNATED GIFTS DEFINED: Designated gifts are any gift (cash, securities, or property) donated to the church with a donor-imposed restriction that is not currently covered in the operating budget. Donations to the Endowment Fund or unrestricted cash donations above pledging are not considered designated gifts. Designated gifts may cause unforeseen expenses in the operating budget if the donated value only covers a portion of the donor's wishes. The church should carefully consider the financial implications of these gifts before acceptance.

PROCEDURE:

- 1) The Finance Committee shall review all offers of designated gifts and make a recommendation to the Board for consideration. The proposal should include all pertinent facts and any funding challenges.
- 2) If the Board approves the designated gift proposal, then a plan for carrying out the donor's wishes will be established by the Board. Appropriate recognition of the gift shall be carried out. The Treasurer will coordinate accounting for the gift and the Financial Secretary shall ensure the donor is credited for tax purposes. The Financial Secretary shall not make any determination of fair market value of donated property or securities. The church shall only acknowledge receipt of the gift to the donor.
- 3) If the plan for carrying out the designated gift cannot be accomplished in accordance with the donor's wishes then the Board shall consult the donor as to other uses for the gift. If the donor is not reachable then the Board may decide on an alternative use or uses. The Board may also consult the Finance Committee for suggested uses.
- 4) The Board and Finance Committee may also make suggestions to the donor for possible uses of a pending designated gift. In this situation the donor has a better chance at matching the gifted resources to current needs. Various church committees and the congregation at large may also create wish lists to help guide donors of designated gifts to the current needs of the church that are not covered by the regular operating budget.

**Unitarian Church of Norfolk (Unitarian Universalist)
The Policies and Procedures Manual**

Subject: Personnel Committee Policies and Procedures

Responsible Group: Personnel Committee

Approved: Approved by the Board 8/12/10

PURPOSE:

The purpose of the Personnel Committee is to assist the Board of Trustees in managing all aspects of issues relating to personnel activities of the Church with the exception of matters pertaining to the Minister.

POLICY:

The Personnel Committee is a standing committee established under Section 9.8 of the Bylaws of the UCN. The Board of Trustees appoints members of the Personnel Committee. The Chair or co-Chairs will be elected by the Committee. The Committee should consist of five members plus one Board liaison. Members will serve 3-year terms with no more than two consecutive terms.

PROCEDURE:

The Personnel Committee is tasked to:

1. Create a Personnel Manual, using the template provided by the UUA, to be distributed to all UCN employees.
2. Ascertain that each employee is:
 - a. Provided orientation for the job she/he is being expected to do;
 - b. Familiarized with resources, both written documents and other staff members or lay members, that may be useful in performing the required tasks;
 - c. Provided orientation to the overall operation of UCN and how the job in question relates to the bigger picture.
3. Ensure that all employees have accurate job descriptions, written in a standard format.
4. Evaluate and revise as necessary the evaluation format used for each job description.

5. Revise job descriptions as requested by the Board, and obtain approval of the Board for any revision in a job description.
6. Maintain the files of current job descriptions, employee reviews and compensation packages.
7. Following the approval of the budget at the annual congregational meeting, the Personnel Committee will ensure that all employees are notified by the Board of any changes in their compensation packages.
8. Make recommendations to the Board regarding employee compensation, especially regarding UUA Fair compensation guidelines.
9. Coordinate annual performance evaluations for all employees. Evaluation will be done as specified in the employee's job description.
10. Facilitate an annual employee recognition dinner.

4.2.2 Personnel Policy Manual.

**Unitarian Church of Norfolk (Unitarian Universalist)
The Policies and Procedures Manual**

Subject: Personnel Committee Policies and Procedures

Responsible Group: Personnel Committee

Approved: Approved by the Board Oct. 13, 2011

Personnel Policy Manual

UNITARIAN CHURCH OF NORFOLK

Date Adopted: October 13, 2011

4.2.2 Personnel Policy Manual.

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I. EMPLOYMENT POLICIES AND PRACTICES

A. STATEMENT OF PURPOSE

We have prepared this Personnel Manual to help you to understand some of the policies and procedures of the Unitarian Church of Norfolk (referred to herein as "Employer"). Employees should familiarize themselves with the Manual, as it will provide answers to some questions you may have about your employment. Nothing in this Manual or in any other written or unwritten policies and practices of Employer creates an express or implied contract, promise or representation between Employer and any employee.

The Employer's policies generally will be applied consistently. However, the Employer reserves the right to deviate from normal policy in certain situations. Since every employment situation cannot be anticipated, this Manual provides a general overview only.

From time to time, changes in the Manual may become necessary. Therefore, the Employer reserves the right to amend, supplement or rescind any provisions of this Manual as necessary.

The Manual applies to all staff, whether full-time, part-time, exempt or nonexempt, except where otherwise stated. This Manual does not apply to ordained ministers(s) called by vote of the congregation. Employment "at-will" means that an employee or the Employer may terminate the employment relationship at any time for any reason, with or without notice.

This Manual supersedes all previous employment policies, whether written or oral, expressed or implied. If any provisions of this Manual are found to be invalid or unenforceable, the remaining provisions will remain in full force and effect.

If you have any questions or comments about this Manual, or if you need more information, please ask your supervisor. Your comments and suggestions are genuinely encouraged.

B. MISSION AND VISION STATEMENTS

MISSION: Our diverse community accepts and acts upon the challenges of liberal religious thought while nurturing and transforming our personal spiritual lives. As Unitarian Universalists we support each other with love, caring and compassion, include the essence of the UU principles in our thoughts, words and actions; serve our larger community through social action; and lead liberal religious initiatives.

VISION: Our congregation will grow each year because we attract and sustain our members, families and friends by offering rich and varied opportunities for creating community and for spiritual development; providing a space which meets our present and future needs; welcoming and reflecting the diversity of our region; and expanding our social justice and outreach initiatives.

C. EQUAL EMPLOYMENT OPPORTUNITY

4.2.2 Personnel Policy Manual.

The Employer affirms its commitment to equal employment opportunity for all individuals. Decisions about recruiting, hiring, training, promotions, compensation, benefits, and all similar employment decisions must be made in compliance with all federal, state and local laws and without regard to race, color, religion, sex, national origin, age, disability or any other classification protected by law. Any discrimination in the workplace based upon any protected classification is illegal and against policy.

Employees who have questions about discrimination in the workplace, or who believe this policy has been violated, should report their concerns immediately to the supervisor or Board President. Retaliation against individuals who make a claim of discrimination or participate in the investigation of such a claim is prohibited by this policy and will not be tolerated.

D. SEXUAL HARASSMENT

Sexual harassment is prohibited and will not be tolerated. This policy applies to sexual harassment by members of the same gender as well as opposite genders. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- submission to the conduct is made either explicitly or implicitly a term or condition of employment;
- submission to or rejection of the conduct is used as a factor in employment decisions affecting an individual; or
- the conduct unreasonably interferes with an individual's employment or creates an intimidating, hostile, or offensive employment environment.

Some examples of conduct which may constitute sexual harassment, depending on the circumstances, include but are not limited to, the following:

- repeated and unwelcome suggestions regarding, or invitations to, social engagements or social events; or
- any indication, expressed or implied, that any aspect of employment conditions, depends or may depend on the granting of sexual favors or on a willingness to accept or tolerate conduct or communication of a sexual nature; or
- unwelcome or coerced physical proximity or physical contact which is of a sexual nature or sexually motivated; or
- the deliberate use of offensive or demeaning terms which have a sexual connotation; or
- inappropriate remarks of a sexual nature.

Any employee who believes he or she has been sexually harassed by another employee, a supervisor, or any other person encountered in the course of employment should report that conduct immediately to his or her Supervisor. If the report or complaint involves the Supervisor,

4.2.2 Personnel Policy Manual.

or if the Supervisor is unavailable, the individual making the report or complaint should immediately report it to the Board President.

Every complaint or report of sexual harassment will be promptly investigated. Although investigations will be conducted with sensitivity to confidentiality issues, investigative information will be communicated as appropriate to those with a need to know. If the investigation indicates that a violation of this policy may have occurred, timely and appropriate action will be taken.

Retaliation or reprisal against employees who report sexual harassment claims is prohibited and will not be tolerated. Any violation of this policy will be treated as a serious matter and will result in disciplinary action, up to and including termination.

E. HARASSMENT

The Employer prohibits conduct that shows hostility or an aversion toward an individual because of his or her race, color, religion, sex, national origin, age, disability, sexual orientation or any other classification protected by law, and that:

- has the purpose or effect of creating an intimidating, hostile, or offensive workenvironment; or
- has the purpose or effect of unreasonably interfering with an individual's work performance; or
- otherwise adversely affects an individual's employment opportunities.

Some examples of conduct which may constitute harassment, depending on the circumstances, include but are not limited to, the following:

- epithets or slurs; or
- threatening or intimidating acts; or
- written or graphic material; or
- written, verbal or physical acts that purport to be jokes or pranks.

Any employee who believes he or she has been harassed by another employee, a supervisor, an agent of Employer, or any other person who the employee encounters in the course of employment should report that conduct immediately to his or her Supervisor. If the report or complaint involves the supervisor, or if the supervisor is unavailable, the individual making the report or complaint should immediately report it to the Board President.

Every complaint or report of harassment will be promptly investigated. If the investigation indicates that an act of harassment has occurred, timely and appropriate action will be taken. Retaliation or reprisal against employees who report harassment claims is prohibited and will not be tolerated. Any violation of this policy will be treated as a serious matter and will result in disciplinary action, up to and including termination.

4.2.2 Personnel Policy Manual.

F. RESOLUTION OF EMPLOYEE COMPLAINTS

Effective communication is essential for productive working relationships. To that end, employees are encouraged to discuss any concerns about work or suggestions for improving operations in the following manner:

The employee should present any complaint or grievance to his/her Supervisor and together discuss the problem, applicable rules or policies, and possible resolution.

If discussion with the Supervisor does not resolve the matter to the employee's satisfaction, the employee should submit the complaint or grievance in writing to the Minister or the Board President who shall gather the evidence necessary to complete an investigation in a timely fashion. The Minister or Board President may interview the employee, involve the personnel committee, or appoint an ad hoc committee to advise him/her. The Minister or Board President shall then recommend a resolution of the problem to the Supervisor and employee.

If the Minister or Board President's recommendation does not resolve the matter to the employee's satisfaction, the employee may then seek a review by the Board of Trustees. The resolution recommended by the Board will be binding upon the congregation and employee.

G. COMPUTER USAGE AND INTERNET POLICY

Employer provides Internet access (including e-mail) to its staff members to assist and facilitate business communications and work-related research. These services are for legitimate business use only in the course of assigned duties. All materials, information and software created, transmitted, downloaded or stored on the Employer's computer system are the property of the Employer and may be accessed only by authorized personnel.

Inappropriate Internet use includes, but is not limited to:

- transmitting obscene, harassing, offensive or unprofessional messages; or
- accessing, displaying, downloading, or distributing any offensive or inappropriate messages including those containing racial slurs, sexual connotations or offensive comments about race, color, religion, sex, national origin, age, disability or any other classification protected by law; or
- transmitting any of the Employer's confidential or proprietary information, including member/friend data or other materials covered by the Employer's confidentiality policy.

Employer reserves the right to monitor employee use of the e-mail system or the Internet at any time. Employees should not consider their Internet usage or e-mail communications to be private. Personal passwords are not an assurance of confidentiality, and the Internet itself is not secure.

Any software or other material downloaded into Employer's computers may be used only in ways consistent with the licenses and copyrights of the vendors, authors or owners of the material. Prior written authorization from the Minister is required before introducing any software into Employer's computer system.

4.2.2 Personnel Policy Manual.

Only authorized staff members may communicate on the Internet on behalf of Employer. Employees may not express opinions or personal views that could be misconstrued as being those of Employer. Employees may not state their church affiliation on the Internet unless required as part of their assigned duties. Any violation of this policy may result in disciplinary action.

H. MEDIA INQUIRIES

All requests for information about the Employer from newspapers, television and radio media should be directed to the Minister or Board President. An appropriate response to a media inquiry would be, "I'm not the best person to answer that question. May I contact the appropriate person and have that individual get back to you?"

I. CONFIDENTIALITY

Employees may have access to confidential information about the Employer, including but not limited to information about members, friends or other staff members. Such information must remain confidential and may not be released, removed from the Employer's premises, copied, transmitted or in any other way used for any purpose by employees outside the scope of their employment. All requests for information concerning past or present employees received from organizations or individuals should be directed to the Office Administrator.

J. CONFLICTS OF INTEREST

Employees are expected to avoid conflicts of interest, defined as any situation where an employee may attain personal gain or which may serve as a detriment to the Employer, either monetarily or to its public image, because of the use of information or personal contact which is not generally available except through employment with the Employer.

Employees shall not engage in any business or transaction, and shall not have a financial or other personal interest which is incompatible with their employment duties or which would impair their judgment or actions in the performance of their duties for the Employer. Employees who have questions about whether an activity violates this policy should discuss the matter with the Supervisor.

K. OUTSIDE EMPLOYMENT

Employees shall not engage in any collateral employment or business activity that is incompatible or in conflict with their duties, functions or responsibilities as an employee. Activities that may constitute a conflict include use of the Employer's time, facilities, equipment or supplies, or the use of the title, prestige or influence of the congregation for private gain or advantage.

An employee shall not engage in any outside activity which, by its nature, hours or physical demands, would impair the employee's performance of Employer duties; reflect discredit on the Employer; or tend to increase Employer's payments for sick leave, worker's

4.2.2 Personnel Policy Manual.

compensation benefits or long term disability benefits. Collateral employment should not result in outside telephone calls while on duty for the congregation.

L. EMPLOYMENT OF RELATIVES

Other members of an employee's family may be considered for employment; however, relatives may not supervise one another. "Relative" means a spouse, domestic partner, parent, sibling, child, grandparent, or grandchild.

M. PERSONNEL RECORD

It is very important that employees keep up-to-date all the information provided to the Employer at the time of hire. This information is essential for many purposes, including benefit administration, mailing information to the employee's home, and contacting friends or family in case of emergency. The Office Administrator should be promptly notified of any changes in:

- Address and telephone number;
- Marital status (including legal separation);
- Legal change in employee's name;
- Dependents;
- Changes in beneficiaries;
- Person to notify in case of emergency; and
- Any relevant changes in licensing or education.

N. NEW EMPLOYEE ORIENTATION

Each new employee will be provided an orientation by his or her supervisor within the first two weeks of employment. (See Addendum for Orientation Checklist.)

O. INITIAL REVIEW PERIOD

New employees and employees who are transferred to another position will be required to complete an initial review period of ninety days, but which may be shortened or lengthened in the Employer's discretion. Upon satisfactory completion of this period, the employee will be considered a regular employee. Satisfactory completion of the initial review period does not alter the employment-at-will relationship. Employees must continue to perform satisfactorily even after the initial review period is completed. Although regular employees typically work on an ongoing basis, there is no guarantee that any job position will continue indefinitely. Any position may be eliminated at any time at the discretion of Employer.

P. PERFORMANCE EVALUATION

4.2.2 Personnel Policy Manual.

In general, employees will receive a written performance evaluation once each year that will be maintained in the Employee's permanent personnel file. Factors considered in assessing performance include but are not limited to quality and quantity of work; dependability; attendance and punctuality; effective interpersonal relationships with the congregation, and personal conduct.

Each employee will do an annual self-review in conjunction with his or her written evaluation including goals and objectives for the coming year.

II. WAGE AND HOUR ADMINISTRATION

A. EMPLOYMENT CLASSIFICATIONS

For purposes of determining the applicability of various policies, practices, and benefits, employees are classified by the nature of the position to which they are assigned and by their regular work schedule.

Employees who are subject to state or federal minimum wage and overtime laws are referred to as "non-exempt" employees. Those in administrative, management, or supervisory positions who are not subject to such regulation are referred to as "exempt" employees.

B. HOURS OF WORK

Regular contact hours will be posted on the UCN website for each employee. Individual work schedules may change from time to time. Attendance at meetings at the request of the employee's supervisor will be considered time worked. Employees are expected to attend any staff retreats or off-site events that are part of their employment.

C. TIMEKEEPING AND OVERTIME

Non-exempt employees should record their hours daily and submit a written record of their time worked to the Supervisor at the end of each pay period. The Supervisor should review and initial each time sheet. Any scheduled hours not worked or time worked in excess of their regular schedule must be noted. Where required by applicable law, overtime will be paid to non-exempt employees at the rate of one and one-half times the regular rate of pay for all hours worked in excess of forty in any one work week. Holiday, vacation and sick leave is not counted for purposes of overtime compensation. Employees should not work overtime without authorization in advance.

D. PAY AND PAYROLL DEDUCTIONS

Pay adjustments generally will be considered for all employees once a year and any adjustments will normally begin at the beginning of the fiscal year. There is no guarantee of an annual pay adjustment. Pay is based upon such factors as individual performance, job responsibilities and other appropriate factors.

4.2.2 Personnel Policy Manual.

Deductions made from employees' wages are reflected on the stubs of their paychecks. Federal law requires deductions from pay for income tax, Social Security and Medicare. Other deductions may include state and/or local taxes or wage garnishments. Some deductions are optional and are made only if the employee has authorized their deduction.

Employees are responsible for promptly notifying the Supervisor and Office Administrator of any changes to or errors in their paychecks or deductions. Any necessary adjustments will be made and reflected in the employee's next paycheck.

III. EMPLOYEE BENEFITS

The benefits outlined in this Manual represent significant additional compensation to eligible employees. Outlined below is a brief summary of the types of employee benefits currently available through Employer. This summary is not intended to and does not create an express or implied contract, promise or representation between Employer and the employee. These benefits are subject to change at any time at the discretion of Employer. In the event of any discrepancy between the benefits outlined below and the plan itself, the plan will govern. Any questions about employee benefits should be directed to the Office Manager.

A. GROUP INSURANCE PROGRAMS

1. Health Insurance Benefits

All eligible employees may enroll in the group health insurance plan sponsored by the congregation. Further information concerning the plan and any alternative health related benefits can be obtained from the Office Administrator.

2. Group Dental, Term Life, and Long Term Disability Insurance

All eligible employees are offered the option of purchasing group dental insurance, term life insurance, and long-term disability insurance through the group plan sponsored by the UUA. Further information concerning these policies is available from the Office Administrator.

3. Workers' Compensation Insurance

Employer carries workers' compensation insurance that pays for certain medical expenses and provides partial income protection in the event of illness or injury arising out of or in the course of employment.

All on-the-job injuries or illnesses, regardless of severity, should be reported immediately to the employee's immediate supervisor and the Office Administrator. Employees are required to provide a physician's statement in order to receive worker's compensation benefits, or to return to work.

B. RETIREMENT BENEFITS

The Unitarian Universalist Association (UUA) maintains a defined contribution qualified retirement plan to assist eligible employees to accumulate tax-deferred savings for retirement. Under the plan, the Employer contributes a percentage of the employee's wages, and the employee has the option of making additional voluntary contributions on a pre-tax basis.

4.2.2 Personnel Policy Manual.

Before an employee can become a participant, there are certain eligibility requirements that must be met. These requirements and other provisions are provided to all participants. Each employee should review this material carefully and discuss any questions he or she may have with the Office Administrator or with the appropriate staff members at the UUA.

C. VACATION

The Employer grants paid vacation as per the employment agreement to regular full-time employees at their regular rate of pay. Employees who work at least half-time are entitled to a prorated amount of vacation time. Vacation eligibility is as follows:

Vacation time must be requested in advance and can only be taken with the approval of the employee's supervisor. In the event of conflicting vacations requests, vacation generally will be granted in accordance with length of service and consistent with workload requirements. Summertime vacations generally are encouraged.

D. HOLIDAYS

The following paid holidays are observed each year:

- New Year's Day
- Martin Luther King Day
- President's Day
- Memorial Day
- Fourth of July
- Labor Day
- Veteran's Day
- Thanksgiving Day
- Day after Thanksgiving Day
- Christmas Day

If an observed holiday falls on a Saturday, the preceding Friday generally will be observed as the holiday. If an observed holiday falls on a Sunday, the following Monday generally will be observed as the holiday. If employees are required to work on an observed holiday, they generally will be granted another day off.

E. LEAVES OF ABSENCE

1. General provisions

The policies in this section describe various types of paid and unpaid leaves of absence provided by the Employer. Leaves must be requested in advance in writing and require the approval of the employee's immediate supervisor. The exact nature of the leave and its anticipated length must be included in the written request. Employees are expected to return to work upon the expiration of the leave as granted. If prevented from returning as expected, the employee must immediately notify his or her supervisor.

2. Sick leave with pay

All full-time employees accrue ten (10) days of sick leave per calendar year. One year's worth (10 days) of sick time may be carried forward into the following year. Part-time employees who work more than twenty hours per week accrue sick leave on a pro rata basis. Occasional employees do not accrue paid sick leave.

Sick leave is to be used in the event the employee is unable to work due to the employee's own illness, injury or other medical condition. Sick leave may be used as part of medical leave or sick childcare leave and as otherwise required by applicable law.

Employees must notify their supervisor before their starting time if they are ill and unable to come to work. Employees may be required to provide a physician's statement regarding their medical condition, including why the employee was not able to work. The Employer reserves the right to request employees who are repeatedly absent for illness or injury be examined by a physician chosen by the Employer, and at the expense of the Employer.

3. Medical leave without pay

Unpaid medical leave may be granted in instances where an employee's medical condition requires an absence from work for more time than the amount of available sick leave. This leave requires the approval of the employee's supervisor and the President of the Board. Sufficient evidence of such a medical condition is required for a medical leave. Such evidence may include a request or requirement for authorization to speak with the employee's treating physician. The maximum unpaid medical leave time that may be granted is three months or until a physician releases the employee to return to work, whichever is shorter. Employer also reserves the right to request a second opinion from a physician chosen by the Employer on any medical leave of absence.

4. Personal leave without pay

Employees who are employed full-time may be given unpaid personal leave of five days per year, which must be approved in advance by the Supervisor.

5. Military leave without pay

Employees who are members of the uniformed services of the United States (including the National Guard or other reserve unit) will be granted unpaid leaves of absence in accordance with state or federal law to perform military duties on a voluntary or involuntary basis. Requests

4.2.2 Personnel Policy Manual.

for military leave of absence must be made in writing and should include verification of the duty call from military authority, the date the leave is to commence and the expected date of return.

Employees may choose to use any accumulated vacation time for all or part of the period of military service. Leaves of absence in excess of any available vacation time will be without pay. In accordance with applicable law, eligible employees will be reinstated to the same job upon returning from an authorized military leave of absence.

6. Funeral or bereavement leave with pay

Full-time employees may be eligible for a leave of absence for up to three days with pay for the death of an immediate family member. The number of paid days off will be determined by the supervisor based on the circumstances.

7. Jury duty leave with pay

Employees called for jury duty are paid their regular pay for up to twenty working days. Employees should appear for work upon being excused from jury duty on any day.

8. Parental leave without pay

Full-time employees who become natural or adoptive parents may be eligible for a leave of absence of up to six weeks. The leave must begin within six weeks of the birth or adoption. Biological mothers may also be eligible for sick leave or medical leave without pay following the birth of a child.

F. VEHICLE USAGE AND REIMBURSEMENT

Employees using their own cars for church-related business may be paid mileage at the current rate per mile as established by Internal Revenue Service. Mileage will be reimbursed monthly upon request by the employee and approval by the supervisor. Trips must be authorized by the employee's supervisor. Employees must have a current and valid driver's license and proof of insurance. Employees may not take unauthorized passengers on such trips.

All tickets for parking and traffic violations are the responsibility of the employee.

IV. OTHER EMPLOYER POLICIES

A. ATTENDANCE AND PUNCTUALITY

Each employee is expected to be prompt and regular in his or her attendance at work. Personal appointments should be scheduled before or after work hours, if possible. All scheduled absences must be approved in advance by the supervisor. Employees who are unable to report to work at their scheduled time must call their supervisor as soon as possible to report the absence and the expected time of return to work. Employees must call in each day they are absent, unless otherwise authorized by their supervisor.

Any employee who fails to report to work without notice for three or more consecutive days will be considered to have voluntarily terminated employment, effective immediately.

4.2.2 Personnel Policy Manual.

B. WORK AND DISCIPLINARY GUIDELINES

Certain guidelines must be observed by all employees to protect the integrity of the congregation. Violations may result in disciplinary measures including verbal warnings, written warnings or termination.

Engaging in any of the following examples of unacceptable conduct may result in disciplinary actions. These examples are intended only as a guide and are not all-inclusive.

- Failure to perform work in a manner acceptable to Employer.
- Absenteeism or tardiness.
- Leaving work without permission.
- Failure to report absences as required.
- Sexual harassment or harassment described in this Manual.
- The use, possession or sale, or being under the influence of alcohol or controlled substances (other than those used for bona fide medical purposes) while working or while on Employer premises (including meal and other breaks).
- Unauthorized possession of weapons.
- Disclosure of confidential information.
- Smoking in unauthorized areas.
- Failure to report-on-the job injuries.
- Working another job while absent.
- Failure to accurately complete or permitting another person to complete the employee's timecard.
- Arrest and conviction for criminal offenses that are job related, including those that may affect the employee's ability to perform his or her job.
- Theft or dishonesty.
- Falsifying records or information (or misuse or unauthorized manipulation of any computer or electronic data processing equipment or system).
- Discourteous treatment of others.
- Taking Employer property without paying for it or without written permission.
- Reckless, careless or unauthorized use of Employer property, equipment or materials.
- Improper or profane language.
- Violation of any other Employer policy.

C. SEPARATION FROM EMPLOYMENT

Employees who resign are requested to give at least two weeks' written notice in order for the congregation to find a suitable replacement.

4.2.2 Personnel Policy Manual.

Any employee who is absent for three consecutive days without notifying his or her supervisor, or who fails to report to work on or before the expiration of a leave, will be deemed to have resigned, consistent with applicable law.

D. SAFETY AND ACCIDENTS

The safety of employees, as well as members and visitors, is of paramount concern. All employees are expected to abide by accepted safety standards at all times. They should know the whereabouts of fire extinguishers and first aid kits.

Any unsafe condition, equipment or practice observed by an employee should be reported immediately to the supervisor or Office Administrator. All on-the-job accidents or injuries to employees, no matter how minor, should be reported immediately to the Office Administrator. In the event of a fire or other emergency, the fire department and/or police should be called immediately, and all staff and members of the congregation should leave the premises.

E. PERSONAL PROPERTY

The Employer cannot be responsible for damage to or loss of personal property, including loss or damage to vehicles or other property in or on church property. Employees should report any lost items to the Office Administrator so that the item can be returned if it is found. If an employee finds an item, it should be immediately turned in to the Office Administrator.

F. WORKPLACE THREATS AND VIOLENCE

Threats, threatening behavior, or acts of violence against persons by anyone on church property will not be tolerated.

Anyone who verbally or physically threatens another, exhibits threatening behavior or engages in violent acts on church property may be removed and will remain off church property pending the outcome of an investigation. If the Employer determines that a violation of this policy has occurred, the Employer may take appropriate disciplinary action that may include, but is not limited to, suspension and/or termination of employment, and/or legal action as appropriate.

All employees shall inform the Office Administrator or their supervisor of any behavior that they have witnessed or experienced, which they regard as threatening or violent, when that behavior is job-related or is connected to employment.

G. PROFESSIONAL BEHAVIOR

Employees should maintain a professional attitude and appearance that is appropriate to their position and the Employer-congregation. Name badges should be worn when employees are on duty on Sunday. Personal mail and non-essential telephone calls at work are discouraged.

H. INSPECTION RIGHTS

4.2.2 Personnel Policy Manual.

Churches, like other organizations, are sometimes the victims of thieves. The church has on its premises storage facilities such as desks, file cabinets, closets and storage areas for the use of employees. However, the church can make no assurances that they will always be secure. The storage of any unauthorized alcohol, illegal drugs or drug-related paraphernalia is prohibited on church premises. Therefore, the Employer reserves the right to open and inspect any desk, file cabinet, storage closet or storage area at any time and without prior notice or consent. Employees may not use personal locks on church owned desks, cabinets, closets or storage areas.

I. EMPLOYMENT AUTHORIZATION

Federal law requires that prospective employees must show proof of eligibility to work in the United States in the position for which they are applying. When applicable, employees must usually provide an original document or documents to the employee's supervisor that establishes identity and employment eligibility from the date employment begins.

4.2.2 Personnel Policy Manual.

PERSONNEL MANUAL ACKNOWLEDGMENT FORM

I, _____, hereby acknowledge that I have received a copy of the Personnel Policy Manual of the Unitarian Church of Norfolk. I understand that it is my responsibility to read the Manual and to comply with the policies, practices and rules of the Employer.

I specifically understand and agree that my employment is at will and that either the Employer or I may terminate the employment relationship, at any time, with or without reason and with or without notice. I specifically understand and agree that this statement of policy contains all of the terms relating to termination of employment and that no representations may be made contrary to the foregoing, either express or implied. I understand that this statement of policy is not subject to change.

I understand that this Manual supersedes all previous policies, written or oral, express or implied. I also understand that this Manual is neither a contract of employment nor a legal document, and that the Employer reserves discretion to add, change or rescind any policy, practice or rule at any time with or without notice.

I understand that my signature below indicates that I have read and understood the above statements and have received a copy of the Personnel Policy Manual, dated

_____.

<p>_____</p> <p>Date</p>		<p>_____</p> <p>Employee Name (Print)</p> <p>_____</p> <p>Employee Signature</p>

4.3.1 The Policies and Procedures Manual (PPM) Committee P&P.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: The Policies and Procedures Manual (PPM) Committee P & P

Responsible Group: PPM Committee

Approved: Originally approved by Board vote on 5/8/08. This revised document was approved by Board vote on 4/25/10.

POLICY

1. **Introduction:** This document should be read in light of bylaws sections 4.0 Policies and Procedures, 9.9 Policies and Procedures Manual (PPM) Committee, and 11.0 Amendments to the Bylaws.
2. **Composition of the PPM Committee.** The PPM Committee is a standing committee appointed by the Board. The Committee shall normally consist of three persons holding three-year terms, staggered so that the Board makes one appointment per year. Members shall not serve more than two consecutive three-year terms. A person filling a partial term may serve only one additional consecutive three-year term. The Board shall introduce this system by making certain initial appointments to be less than three years. As needed, the Board may appoint more than three persons to serve on the committee. In accordance with bylaws section 5.3 Members' Opportunities for Leadership, all members of the committee must be members in good standing of the congregation. In accordance with PPM document 4.0.1 Board Committee Chairs, Co-Chairs and Meeting Times, chairs or co-chairs of this committee are appointed by the Board and must under normal circumstances, have at least a one (1) year membership status prior to the appointment. In the event of a vacancy in the chair, the committee's members shall normally choose the chair.
3. **The Authority of the Board of Trustees.** The Board has final authority for the content of the PPM.
 - a. Any concern about the content of the PPM should be brought to the PPM Committee, but may also be brought to the Board for action.
 - b. By majority vote, the Board can overrule the PPM Committee on any section of the PPM.
 - c. The Board may delegate to the PPM Committee responsibility for certain types of materials in the PPM.
 - d. Policies and procedures of committees and programs that are primarily within the domain of the committees may be approved by the PPM Committee and inserted into the PPM without being submitted for Board review. Nevertheless, the Board may review and decide on any material contained in the PPM at any time.

4.3.1 The Policies and Procedures Manual (PPM) Committee P&P.

- e. The Board must approve any interpretations of the Bylaws proposed for inclusion in the PPM.

4. Responsibilities of the PPM Committee

- a. The Policies and Procedures Manual. The PPM Committee is charged with updating and maintaining the *Policies and Procedures Manual* (PPM).
 - The PPM at the Church Office. The Office Administrator shall keep at least one paper copy of the PPM on file at the UCN office. In addition and if time permits, the Office Administrator shall make electronic copies of individual documents available to members and friends.
 - The PPM on the Church Website. The Policies and Procedures Manual shall be available at the UCN website.
- b. The Bylaws. The PPM Committee is also normally charged with fulfilling the function of the Bylaws Committee in proposing amendments to the Bylaws (Bylaws, section 11.0). However, the Board may decide to appoint a separate Bylaws Committee to undertake a thorough review of the Bylaws (see PPM document 4.5 Bylaws Committee P&P)

PROCEDURE

1. For each committee or ongoing program of UCN, the PPM committee will solicit input for the PPM from the interested committee, and as needed, from other interested parties.

2. When the PPM Committee has completed any section (or revision) of the PPM appropriate for Board review, it will submit the material to the Board. The policies and procedures of the following named committees must be approved by majority Board action before inclusion in the PPM [All of these committees are named in the Bylaws with the exception of the Worship Services Committee]:

- Bylaws Committee
- Committee on Ministry
- DRE Support Committee
- Endowment Committee
- Finance Committee
- Membership Committee
- Ministerial Selection Committee
- Nominating Committee
- Personnel Committee
- Policies and Procedures Manual (PPM) Committee
- Program Council
- Stewardship Committee
- Worship Services Committee

4.3.1 The Policies and Procedures Manual (PPM) Committee P&P.

For all other sections of the PPM, if the Board takes no action within sixty (60) days of submission, the PPM Committee is authorized to include the material in the official PPM.

3. All policies and procedures in the PPM, so far as practicable, will be stated in a standard format.

4.3.2 Format for Items in Policies and Procedures Manual.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Format for Items in the Policies and Procedures Manual

Responsible Group: PPM Committee

Approved: Submitted to the Board on 2/7/06; effective on 4/7/06.

POLICY: All items published in the PPM will be put in the approved format:

PROCEDURE:

The PPM Committee will assist in the editing of documents submitted to it so that they will be consistent with the approved format. The basic format is given below:

Header: [Contains index number and same title as given in the line for "Subject." During editing by the PPM Committee the header may contain additional information enclosed in parentheses]

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: _____

Responsible Group: _____

Approved: _____ [provides date approved by Board; or provides date submitted to the Board and the date the P&P became effective]

PURPOSE [optional]

POLICY [optional]

PROCEDURE

Footer: [Contains the page number (centered) when the document is longer than one page. At the right margin it provides the date the P&P received board approval or the date on which the P&P became effective.]

4.5 Bylaws Committee P&P.

Unitarian Church of Norfolk (Unitarian Universalist) The Policies and Procedures Manual

Subject: Bylaws Committee P& P

Responsible Group: The Board of Trustees

Approved: Approved by Board vote on 3/9/06.

POLICY:

The bylaws, in Section 11.0 Amendments to the Bylaws, state, in the first paragraph:

“Changes in these bylaws may be proposed by the Board of Trustees, by the Bylaws Committee, or by petition to the Board of Trustees of twenty (20) percent of the members in good standing of the church. The Bylaws Committee shall ensure that the bylaws are reviewed at least every ten years.”

On the other hand, the *Policy and Procedures Manual*, in section 4.3.1 The Policies and Procedures Manual (PPM) Committee, states:

“The PPM Committee is ... normally charged with fulfilling the function of the Bylaws Committee in proposing amendments to the Bylaws (Bylaws, section 11.0). However, the Board may decide to appoint a separate Bylaws Committee to undertake a thorough review of the Bylaws....”

PROCEDURE:

The Board understands these documents to mean that the PPM Committee may perform the responsibility of the Bylaws Committee to propose changes in the bylaws. Similarly, a proposal for undertaking a review of the bylaws -- which must be done at least every ten years -- may be made by the PPM committee, or by the Board. The Board shall decide to entrust this review either to the PPM Committee -- which would also serve as a Bylaws Committee for this purpose -- or to appoint a separate ad hoc Bylaws Committee.

Unitarian Church of Norfolk (Unitarian Universalist)
The Policies and Procedures Manual

Subject: Building and Grounds Committee Policies and Procedures

Responsible Group: Building and Grounds Committee

Approved: Submitted to the Board on 2/7/06; effective on 4/7/06.

POLICY:

General Policy:

The Building and Grounds Committee is a standing committee. It is responsible for (1) maintaining the church building and grounds for general good appearance, utility, security, and the safety of the occupants; and (2) making necessary and desirable improvements in the church building and grounds.

Particular Policies:

- The chair or co-chairs of the Building and Grounds Committee are appointed by the Board of Trustees.
- Members of the Building and Grounds Committee are chosen by the other Committee members.
- The Building and Grounds Committee is responsible to the Board of Trustees.

PROCEDURE:

General Procedures of the Committee:

1. Committee activities are conducted within the constraints of the annual budget and other available funds.
2. Urgent repairs are adequately addressed in a timely manner. Examples include the cure of roof leaks, failures in the plumbing or heating systems, malfunctioning door locks, etc.
3. Professionals are hired when appropriate.
4. The congregation is involved in the work of the committee – including work parties, the lawn-mowing team, and special projects (for example, renovating a room).
5. Large expenditures are coordinated with the Finance Committee or the Treasurer
6. Reports about the status of work are made to the Board on a quarterly basis.
7. A proposal is submitted each year for inclusion in the Annual Budget.
8. Proposals for raising additional needed funds are made when special projects arise that justify such additional funding.
9. An annual report is submitted in time for publication in the church *Annual Report*.
10. Committee meetings are held monthly, and meeting minutes are kept and approved.

4.6.1 Building and Grounds Committee P & P.

11. The Committee regularly informs the congregation about its work through the newsletter.

Special Procedures of the Committee:

1. Building Contingency Fund (BCF). In addition to its line item in the annual budget, the Committee has authority over the Building Contingency Fund (BCF). In practice, expenditures of the committee always come first out of its budget, and only when that is exhausted are they taken from the BCF.
2. Sensational Second Saturday Work Parties. The Committee has had success with scheduling work parties regularly on the second Saturday of the month, from 9-12 with an optional lunch from noon to 1:00 PM. The Committee publicizes work parties in advance, organizes and leads the work, and puts an article about accomplishments and thanking people afterwards in the newsletter.
3. Lawn-Mowing. The committee has had success with setting up a regular rotation for lawn-mowing during the growing season among 3-5 volunteers. The system involves a coordinator contacting the given week's mower on Wednesday (as a reminder), with the mowing expected to be done between Thursday and Saturday. Edging has been done separately on Saturdays at work parties. In the fall, the lawn mowing frequency is reduced from once a week to once every two weeks.
4. Seasonal Maintenance Schedule. The Committee has created such a schedule, and believes that it will be a valuable tool to making sure that we not forget to do the necessary maintenance on the building. We need to keep updating it and not forget about using it.
5. Managing Projects. In response partly to the concerns of the Safe Congregation Committee, the Committee has been prioritizing the projects it plans to do – on an annual basis, and even longer. For example, projects that are important for safety reasons receive a higher priority than projects that are merely enhancements. The Committee has been attempting to be more deliberative and methodical in setting up a schedule for the accomplishment of its chosen goals.
6. Liaison with the Board. Communication between the Committee and the Board functions best when a member of the Committee also serves on the Board. We recommend that the Board appoint a liaison for Building and Grounds, who (if not a Committee member), will at least attend most of the Committee's meetings.

4.6.2 Seasonal Maintenance Checklist.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Seasonal Maintenance Checklist

Responsible Group: Building and Grounds Committee

Approved: Submitted to the Board on 6/1/06; effective on 8/1/06.

POLICY: As a guide to maintenance activities, the Building and Grounds Committee shall consult the seasonal checklist at a minimum on a quarterly basis.

PROCEDURE: This checklist is divided into four sections: I Spring, II Summer, III Fall, and IV Winter.

I. SPRING MAINTENANCE CHECKLIST

ROOF MAINTENANCE

Inspect ceilings for evidence of leaks

This is best done during or immediately after heavy rain.

Inspect roofs for evidence of physical damage

This requires that the inspector get up on the roof for a close-up inspection.

Check flashings and joint sealants

Reseal voids. Reseal exposed fasteners. Do not use roofing tar or any sealants, because they are temporary repairs and may cause damage. They must be checked spring and fall, and refreshed as necessary.

Re-secure loose roof material, avoid using exposed fasteners.

On flat roofs, redistribute gravel to fully cover exposed felts.

GUTTERS AND DOWN SPOUTS - STORMDRAINAGE

Clean and inspect above ground roof storm drainage system

Clean and secure gutters. Remove debris, clean gutters, all roof drains, secure strainers. Keep a stock of each size on hand so they can be easily replaced as needed. Hose out the gutters if necessary to get them clean.

Clean and inspect below ground roof storm drainage system

4.6.2 Seasonal Maintenance Checklist.

Have the system completely snaked to ensure system is flowing freely. After that, the system should be completely snaked every 5 years, sooner if lines develop clogs or blockage.

Repair leaks. Secure loose pieces.

Permanent repairs should be scheduled whenever a leak is discovered. Persistent leaks or leaks which recur indicate a minor redesign of the system is warranted.

Clean and secure down spouts.

MASONRY

Spot evidence of failing masonry such as deterioration, spalling or cracks.

Look for signs of rising damp and/ efflorescence. Continue to monitor and search for cause. These are early signs of a moisture problem.

Inspect for missing mortar and holes in joints.

Patch only where necessary. Patching can be done with soft mortar (lime and sand only). Clean the surrounding masonry immediately after patching with clear water and a natural bristle brush. Patching should not change the appearance of the masonry.

Inspect lintel and sill stones. Patch only where necessary.

Maintain a log of cracked stones. If additional stones crack, record and contact the appropriate professional for analysis of movement. Patch cracks in sills only if water is damaging adjacent masonry immediately below the sill. See comments on mortar above.

Waterproofing Brickwork: Recommended every 8 years (last done by Conley Bros. Summer =03)

Reapply compound every 5 yrs. @ SE Vestibule

EXTERIOR WOOD AND WINDOWS

Paint wood trim as required

Replace broken window glass. Replace cracked or missing putty

Wash windows

4.6.2 Seasonal Maintenance Checklist.

Open ventilators to crawl spaces

SITE MAINTENANCE

Clean debris out of window wells

Remove brush and weed growth adjacent to building walls and in window sashes.

Clean all site drains

Turn on exterior hose bibs

Arrange for annual termite/pest inspection

BUILDING INTERIOR MAINTENANCE

Dispose of all unused books, paper, debris, etc.

Repair or replace locks as needed

Inspect fire extinguishers

Clean windows, blinds, draperies, etc.

Open basement windows for summer ventilation AND/OR remove plastic covers over crawl space vents.

Monitor plaster repairs and existing cracks for any evidence of continued movement.

Monitor basement for flooding or other problems

Check sump pumps for proper operation and keep sump pump wells clean

MECHANICAL EQUIPMENT MAINTENANCE

Service all pumps per manuals

Service all ventilating equipment

Test all fans, including toilet exhausts and kitchen.

Clean impellers.

4.6.2 Seasonal Maintenance Checklist.

Lubricate.

Clean & inspect boiler.

This list should be developed with the assistance of the contractor who normally maintains our boiler.

Record water usage for the quarter. Compare with previous years for evidence of system leaks.

II. SUMMER MAINTENANCE CHECKLIST

GENERAL EXTERIOR MAINTENANCE

Paint wood trim as required

Lubricate exterior door hinges and hardware

Replace broken glass

Replace loose and disintegrated mortar

Install, repair or replace signs as needed

Roto-rooter sewage line

BUILDING INTERIOR MAINTENANCE

General clean-up

Remove all rubbish, boxes, debris, combustibles from:

Paths of exit; boiler and utility rooms; any heating equipment and heat-producing equipment; around radiators; electrical panel areas.

Remove all rubbish, maintain order in backstage areas

Re-lamp as required

Monitor basement for flooding or other problems

Check sump pumps for proper operation and keep sump pump wells clean

Repair broken steps

4.6.2 Seasonal Maintenance Checklist.

MECHANICAL EQUIPMENT MAINTENANCE

Schedule annual boiler maintenance every 2 years (Boiler parts last repaired Fall 03 by Brooks Electric)

Turn off boiler

Check combustion air inlet grille, damper, and duct

Check boiler cleanout openings, doors, etc., for air leakage and corrosion.

PLUMBING MAINTENANCE

Inspect and clean grease trap

Repair or replace broken fixtures

Replace washers or packing on leaking faucets, etc.

III. FALL MAINTENANCE CHECKLIST

ROOF MAINTENANCE

Inspect ceilings for evidence of leaks

This is best done during or immediately after heavy rain.

Inspect roofs for evidence of physical damage

Check flashings and joint sealants

Reseal voids.

Re-secure loose roof material, avoid using exposed fasteners

GUTTERS AND DOWN SPOUTS - STORMDRAINAGE

Remove debris from strainers (after trees have lost leaves)

4.6.2 Seasonal Maintenance Checklist.

Clean and secure gutters

Repair leaks. Re-secure loose pieces

Clean and secure down spouts

Ensure system is flowing freely - snake if necessary

MASONRY

Spot evidence of failing masonry such as deterioration, spalling or cracks.

Inspect for missing mortar and holes in joints.

Patch only where necessary.

Inspect lintel and sill stones. Patch only where necessary.

EXTERIOR WOOD AND WINDOWS

Paint wood trim as required

Replace broken window glass. Replace cracked or missing putty

Wash windows

Close crawl space ventilators

Replace cracked or missing caulking around windows and doors

Inspect door weather-stripping. Repair or replace as required

Clean and paint handicap deck

SITE MAINTENANCE

Clean debris out of window wells

Remove brush and weed growth adjacent to building walls and in window sashes.

Cut back dead or suspect tree limbs

4.6.2 Seasonal Maintenance Checklist.

Clean all site drains

Shut off and drain exterior hose bibs as a guide to maintenance activities.

BUILDING INTERIOR MAINTENANCE

Clean radiators and air registers

Close basement windows opened for summer ventilation AND/OR install plastic covers over crawl space vents.

Monitor plaster repairs and existing cracks for evidence of continued movement.
Repair damaged plaster

Repair loose door hinges as needed

Repair or replace locks as needed

Monitor basement for flooding or any problems

Check sump pumps for proper operation and keep sump pump wells clean

Spring, fall, winter: Program all thermostats

MECHANICAL EQUIPMENT MAINTENANCE

Clean debris from boiler room

Perform boiler room start-up checklist

This list should be developed with the assistance of the contractor who normally maintains our boiler.

ELECTRICAL EQUIPMENT MAINTENANCE

Re-lamp as required

Test and maintain emergency systems

Lighting; Exit lights; Fire alarms; Replace any batteries in emergency equipment and

4.6.2 Seasonal Maintenance Checklist.

thermostats as needed

Repair or replace non-functioning switches, receptacles and outlets
Check GFIs for proper operation

Spring, fall, summer: Program timers for exterior lighting

IV WINTER MAINTENANCE CHECKLIST

SITE MAINTENANCE

Clear snow and ice from walks and driveway as necessary
Use sand versus salt, due to less damaging to building and site.

BUILDING INTERIOR MAINTENANCE

Patch and paint damaged and faded walls and ceilings

Refinish damaged or peeling interior wood trim

Paint or refinish handrails, doors, windows, etc.

Clean entry floors of any exterior salt and sand

Monitor basement for flooding or any problems

Check sump pumps for proper operation and keep sump pump wells clean

Repair and maintain organ pipes

MECHANICAL EQUIPMENT MAINTENANCE

Maintain heating system

This list should be developed with the assistance of the contractor who normally maintains our boiler.

Check water levels in boiler and blow-down boiler periodically as instructed.

Record make-up water after each blow-down. Compare with previous years for evidence

4.6.2 Seasonal Maintenance Checklist.

of system leaks.

Bleed air from radiators as required.

Look for evidence of faulty stream traps. Service and replace as necessary.

ELECTRICAL EQUIPMENT MAINTENANCE

Clean light fixtures and re-lamp as necessary .

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Program Council P & P

Responsible Group: Program Council

Approved: Approved by Board vote on 6/6/06.

PURPOSE:

This document should be read in the light of the following provision in section 8.0 PROGRAM COUNCIL of the bylaws:

The Program Council has responsibility for maintaining and organizing the programs of the church. For details concerning its responsibilities and composition, see the PPM.

POLICY:

The Program Council is responsible for: (1) sharing information on programs among the major groups responsible for programs, (2) coordinating programs in order to minimize conflicts and maximize effectiveness (including adjusting the scheduling of programs), (3) taking action on programs or issues cutting across established committees and activities, (4) evaluating church programs and activities and recommending ways to improve them, and (5) fostering new ideas to meet the congregation's needs. Recent notable examples of Program Council activities include: (a) sponsoring Committee Fairs to acquaint the congregation with opportunities to become involved in service and other activities; (b) coordinating and advising on the celebration of the UCN's 75th anniversary, and (c) conducting a review of the effectiveness of having two Sunday worship services.

The Program Council is composed of chairs or representatives of the program committees. In order to carry out its responsibilities, the Program Council shall meet a minimum of three times annually.

The Vice-President shall be the Chair of the Program Council. The Vice-President shall establish and update the list of program committees and groups that are active and currently represented on the Program Council. Moreover, the Vice-President may appoint any member of the congregation to be Secretary of the Program Council. The Vice-President's Annual Report shall include a section on the Program Council.

PROCEDURE:

5.1.1 Worship Services Committee

Because program committees are given to combining with other committees, splitting into more than one committee and changing names, no comprehensive list of program committees is attempted here.

However, as an example of the membership of the Program Council during the spring of 2006, the Vice-President's email list included the following committees or activities: Adult Discussion Group; Building & Grounds Committee; Bookstore/Lending Library Committee; History & Archives; Community Committee; CREC (Children's Religious Education); EHR (Empower Hampton Roads); Fabulous First Fridays; Ushers and Greeters; Journey Toward Wholeness; Juneteenth Festival; NEST; Office Administrator; PFLAG; Sextons; Interweave/Rainbow; Social Justice; Worship Services & Music.

Unitarian Church of Norfolk-UCN (Unitarian Universalist--UU) Policies and Procedures Manual (P&PM)—revised by WSC July 2015

Subject: 5.1.1 Worship Services Committee (WSC)

Responsible Group: Worship Services Committee (WSC)

Approved: 08/20/15

Purpose:

Mission of Worship Services Committee (WSC) is to collaborate with the minister and other committees and leadership to help present the public face of the ministry of UCN by shepherding or designing worship that supports the mission of UCN and priorities set by the congregation and the Board of Trustees. This committee coordinates worship service-related activities with the minister who enjoys the freedom of the pulpit and who has primary responsibility for worship.

Policy: Honoraria are paid for speaking from the pulpit at UCN to: 1) ministers in fellowship with the Unitarian Universalist Association (UUA) consistent with recommended guidelines proposed by the Unitarian Universalist Ministerial Association (UUMA) as well as; 2) to other ministerial professionals who are not members or friends of UCN. Should a member of UCN who is an ordained religious leader of a non-UU tradition, or a member of UCN who is a minister in fellowship with the UUA speak from the UCN pulpit, his/her services are not remunerated by the church and are considered to be a gracious donation to UCN. Additionally, out-of-area guest speakers are offered travel compensation to and from their home pulpits at the then prevailing IRS federally set travel rates as well as home hospitality with a UCN member family for overnight stays if they wish.

Procedures: This committee meets monthly and has a volunteer committee chair. Monthly meetings are open. Meeting notes and agenda are available to congregants on request. Decisions are made by consensus whenever possible. The WSC assumes responsibility for lay-led and guest speaker-led services throughout the year. Responsibility for ministerial-

5.1.1 Worship Services Committee

led services belongs properly to the minister with whom WSC coordinates in a supportive function primarily through the role of Worship Services Associate (WSA). As determined by the Bylaws, the WSC chairperson is a church member. Committee members may be members or friends of UCN. There is no designated term of office or membership for this committee. Committee members serve as Worship Services Associates (WSA) during minister-led and lay-led or guest speaker services. Childcare arrangements are made at least one to two weeks in advance of meeting date as needed for attendees. Committee composition can range from 5-9 members, though not all committee members attend meetings. An attempt is made to include a wide diversity of voices in committee membership.

Chair is responsible for formulating the agenda, facilitating committee meetings, communicating plans for services to the office administrator, newsletter, Friday emails and online church web address as well as submitting an annual report. Chair also ensures that weekly worship service participation and content information are entered into the online worship service planning spreadsheet which is available to all WSC/WSA members, to the office administrator and to members of the music program. This spreadsheet provides a central communication and documentation function for this committee. Chair also sends out email reminders to worship service participants at least one week prior to the designated service. Committee members may serve to provide connection with other church committees and the Board, including the Children's Religious Education Committee (CREC). WSC sends a designated representative to meetings of the Program Council. Although no Board representative is currently attending WSC, one may be designated by the Board. The WSC is funded as a line-item in the UCN annual budget.

Organizationally, sound and lighting technicians, ushers and greeters and the choir/music program fall under the WSC overall responsibility. The WSC chairperson coordinates with leaders of those designated subgroups to facilitate overall Sunday morning worship service planning and execution.

Note on Footer: (contains the page number centered when the document is longer than one page. At the right margin it provides the date the P&P received board approval or the date on which the P&P became effective.)

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Adult Choir Policies and Procedures

Responsible Group: Worship Services Committee

Approved: Submitted to the Board on 6/1/06; effective on 8/1/06.

PURPOSE: To enhance the spiritual experience of the Sunday morning services with diverse styles of choral music. To provide members and friends of the Unitarian Church of Norfolk with opportunities to participate in the musical life of the church.

POLICY:

1. The Adult Choir of the Unitarian Church of Norfolk is open to members and friends of the church who are willing to commit time and effort towards the creation of fine musical performances of works in many musical styles.
2. The Adult Choir sings two Sundays per month for worship services (at the later of the two morning services). Choir Sundays commence on the Sunday after Labor Day and run through early- to mid-June.
3. The Adult Choir also sings for the Christmas Eve service.
4. In May the Adult Choir gives an annual concert, which fills one Sunday service.

PROCEDURE:

1. Adult Choir rehearsals are held on Wednesday evenings, in the sanctuary, from 6:30 to 8:30 PM.
2. The Choir Director is a paid professional position, funds for which are included in the annual budget. The adult and children's Choir Director is currently one and the same person. In the future, the positions could be split (with both professional).
3. Members and friends with the broadest background of training, experience, and musical styles are encouraged to participate in the Adult Choir. This participation is an important part of the ministry of the church.
4. A line item in the budget, when funded, provides for Adult Choir expenses (purchasing music, fees for professional musicians for special performances, etc.). The Adult Choir also conducts fund-raising from time to time. A special collection to benefit the Adult Choir is taken at the annual Choir Concert. All such funds are managed with regular church financial oversight (e.g., Finance Committee, Treasurer).
5. The Adult Choir Director is assisted by the Adult Choir librarian and section leaders, who are appointed by the director. The current individuals are:

5.2.1 Adult Choir P&P.

- a. Elisa Dickon (librarian)
 - b. Adele Andrews (sopranos)
 - c. Vicki Caminer (altos)
 - d. Karen Smith (tenors)
 - e. Currently open (bass/baritones)
6. Currently no formal structure of auditions exists for solo parts. The Choir Director designates soloists.
 7. The Choir Director selects the music for each Sunday (not including the hymns) in consultation with the Minister (or guest speaker) and the Worship Services Committee.

5.2.2 Volunteer Music Coordinator Job Description.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Volunteer Music Coordinator Job Description

Responsible Group: Worship Services Committee

Approved: Submitted to the Board on 4/9/06; effective on 6/9/06.

PURPOSE:

The volunteer Music Coordinator is responsible for finding volunteer musicians for those regular worship services of UCN at which the Adult or Children's Choir does not sing.

POLICY:

The Music Coordinator will strive to find musicians for the following parts of regular worship services

- Prelude
- Musical Meditation
- Anthem (or Special Offertory, as needed, generally once per month).
- Offertory
- Postlude
- Accompaniment or leading for (usually two) hymns (usually piano, or guitar).

The Music Coordinator is not responsible for the services at which either the Adult or Children's choir sings. The Music Coordinator will have wide latitude in selecting the appropriateness of musical themes and styles, pursuant with the Procedures outlined below. The Music Coordinator will consult with the Worship Services Committee regarding the appropriate length of musical selections.

PROCEDURE:

1. The Music Coordinator is appointed by the Worship Services Committee, and is a regular member of that committee.
2. Regular worship services include Sunday morning services.
3. The Music Coordinator will work with the Worship Services Committee, the Minister or other Service leader (e.g. visiting minister) in order to arrange for the most fitting music.
4. The Music Coordinator is not responsible for setting the calendar of services (except as a member of the Worship Services Committee). Thus the Coordinator needs as much notice as possible regarding the calendar and themes.

5.2.2 Volunteer Music Coordinator Job Description.

5. It is part of our ministry to encourage the widest possible participation by musicians of all ages, styles, and experience.
6. Recruiting musician volunteers to accompany or lead the hymns, in particular, requires advance notice (preferably two weeks) concerning the hymn selection.

5.3.1 Children's Religious Education Council (CREC) P&P.

**Unitarian Church of Norfolk (Unitarian Universalist)
The Policies and Procedures Manual**

Subject: Children's Religious Education Council (CREC) Policies and Procedures

Responsible Group: Children's Religious Education Council (CREC)

Approved: Submitted to the Board on 4/9/06; effective on 6/9/06.

POLICY: Mission Statement of the Children's Religious Education Council:

We will provide a loving, joyful community in which each child is respected and valued as he/she is challenged to learn. From within the heart of the Unitarian Universalist tradition and principles, and illuminated by a respect for world religions, we will encourage young people to develop a spiritual life. We will create opportunities which will inspire them to develop a sense of personal responsibility, participate in meaningful social action, and explore their leadership potential. We will do this with a sense of continuity and in an atmosphere of inclusiveness.

- Adopted by the CREC, April 22, 1995 -

PROCEDURE:

Members of the CREC are selected and approved from within the larger UCN community using general UCN selection and approval procedures.

The chair is selected from within the CREC using general UCN selection and approval procedures.

5.3.2 Children's Religious Education Council (CREC) Positions

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Children's Religious Education Council (CREC) Positions

Responsible Group: Children's Religious Education Council (CREC)

Approved: Submitted to the Board on 5/1/06; effective on 7/1/06.

PROCEDURE:

Social Events Planner: Works with the Social Justice Planner to organize and oversee RE events for the UCN community.

Nursery Liaison: Liaison between Nursery Supervisor, RE Council and volunteers.

Safe RE/Safe Congregations Liaison: Helps build and maintain safe RE policy and acts as RE liaison to Safe Congregations Committee if in session

Worship: Works with worship-related RE jobs not limited to, but including RE services and coordination of chalice lighters.

Social Justice: Liaison to teachers of monthly Social Justice Sundays (Spirit Adventure). Works with SE Planner to organize Social Justice portion of RE events.

Council Secretary: Takes and distributes minutes. Maintains RE snacks and supplies.

YAC Liaison (YAC teen whose parent is not a CREC member): Liaison from YAC; attends every other month. Submits report monthly.

Council Chair: Provide leadership. Call, develop agenda for & facilitate RE Council meetings.

5.3.3 RE Safety Policy for the Internet.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: RE Safety Policy for the Internet

Responsible Group: Children's Religious Education Committee (CREC)

Approved: Submitted to the Board on 4/9/06; effective on 6/9/06.

POLICY:

In order to maximize the safety of the children and youth of our congregation, the Board of the Unitarian Church of Norfolk hereby adopts the following policy regarding information published on the web site. Additionally, because the Newsletter is posted, unedited, on the web site, the following policy also applies to information published in the Newsletter.

Any photograph, art work, caption or article from or about children/youth may contain only the child/youth's first name. It may not contain the last name, age, school attended, or any other information that would allow/enable someone to identify or contact the child/youth.

PROCEDURE:

Newsletter Editors/Webmaster will only accept photographs of children/youth from the Director of Religious Education (DRE) or the Youth Coordinator. Prior to publication of a photograph of children/youth, permission to publish will be obtained by the DRE in writing from the parent(s)/guardian(s) of the children/youth in the photograph.

Yearly photography waiver forms will be submitted to parent(s)/guardian(s) with RE registration materials in the Fall or when new students register. Signed waivers to be retained by the CREC/DRE/Youth Coordinator. Any use of the photos will be subject to verification of waiver by the DRE/Youth Coordinator and/or obfuscation of unwaivered children/youth.

5.3.4 Policy and Guidelines on Overnights and Lock-Ins at UCN.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Policy and Guidelines for Overnights and Lock-Ins at the Unitarian Church of Norfolk

Responsible Group: Children's Religious Education Council (CREC)

Approved: Submitted to the Board on 6/1/06; effective on 8/1/06.

POLICY:

The purpose of an overnight/lock-in event is to allow more time together, some of it in structured activities and some to just "hang out" and get to know one another in a less structured setting. Some rules may change with the event; for example, for one event attendees may be encouraged to bring any musical instrument that they play and at other times, they may be requested to leave their instruments at home. This policy applies to all youth in the Unitarian Church of Norfolk (Universalist) community, ages birth to eighteen. FOR ALL EVENTS, THE FOLLOWING RULES APPLY:

PROCEDURE:

SUPERVISION:

Overnights/lock-ins must be planned with either the Youth Coordinator, the DRE, or both. The Youth Coordinator or DRE will determine the adult to be in charge of the event at any time that neither of them is present. The Youth Coordinator and DRE may function as chaperones if they are not facilitating the event and they are not responsible for driving youth the next day.

A copy of this document is to be given to all attendees and parent(s)/guardian(s) prior to the event, The permission page, stating that both attendee and parent(s)/guardian(s) have read, understand, and agree to abide by the policy must be signed by both the attendee and the parent(s)/guardian(s). Registration forms for all attendees will be in the possession of the adult in charge of the event.

During the "lock-in" portion of the event, there should be at least two (2) adults present at all times. The adult/youth ratio should be 1:8. Ideally, the adults supervising the event would be 50% male and 50% female, or in direct proportion to the male/female ratio of the youth.

Adults who act as facilitators or chaperones must be members of UCN or a participating church, or may be a friend of the congregation with at least 6 months of association with UCN and prior approval by the Minister and/or DRE.

5.3.4 Policy and Guidelines on Overnights and Lock-Ins at UCN.

The adults that are facilitating the event, and any that provided transportation to the event and will be driving the attendees home the next day, are not considered chaperones. They may be counted as a part of the ratio of adults to youth until the last planned event of the evening is concluded. Then they are to depart and get adequate rest to take charge the next morning. At the time that the facilitators and/or drivers leave, additional prescheduled adults may come in to replace them. Then the doors are to be locked and remain locked until the next morning. At all times, at least half of the chaperones will be awake.

SLEEPING AREAS

Sleeping areas will be designated. At all times, there will be at least one chaperone awake in each designated sleeping area.

Facilitators will work with Youth Coordinator and DRE to plan event sessions and locations. Outside of these planned events, the Teen Tower, Administrative Offices, and the storage area at the front of the sanctuary are off limits. Additionally, the front foyer, halls, doorways, stairs, and bathrooms are not to be used as sleeping areas. Treat the facilities and furnishings with respect. No food or drink is allowed in the Sanctuary. Church telephones are not for personal use.

“Lights out” will occur at midnight or as directed by the Facilitator. One half-hour prior to this time, all group activities are to end to allow time for the sleeping areas to be set up and for bathroom use. At least two adults should be in each sleeping area as it is being set up, and two adults are to be upstairs if the upstairs bathroom is to be used. Sleeping bags and blankets are for personal, not shared, use.

Just prior to “lights out,” one male and one female chaperone will monitor all areas that are not being used as sleeping areas and direct anyone that they find to return to their sleeping area immediately. Sleeping separate from the designated sleeping areas is not permitted.

PERSONAL RESPONSIBILITY AND CARE

At the time of Check-In:

- Each attendee must have a permission form signed by both the attendee and the parent(s)/guardian(s).
- All personal items must be labeled. Participants are to provide their own sleeping bag, pillow, blanket, etc. as sharing of these items is not allowed.
- Any medications that are needed are to be checked in with adult in charge. Medications that are not on the registration form will be checked with parent/guardian.

5.3.4 Policy and Guidelines on Overnights and Lock-Ins at UCN.

- Food, including a vegetarian option, and beverages will be provided. Those with other special dietary requirements will need to provide their own food and/or beverage, and inform facilitator of what they are bringing.

SAFETY

ANY AND ALL YOUTH ARE EMPOWERED AND ENCOURAGED TO VOICE THEIR OPINIONS, OBJECTIONS, AND CONCERNS AT ANY TIME.

ALL INAPPROPRIATE, DEMEANING, OR DEROGATORY ACTIONS OR BEHAVIORS ARE UNACCEPTABLE.

NO SMOKING, DRINKING, DRUG USE, OR SEXUAL ACTS

NO WEAPONS OR VIOLENCE

At the beginning of the event, the Facilitator will “pass the bag” to give participants the opportunity to turn in items they are not allowed to have at the event:

The following items are to be placed in the bag and will be returned at the end of the event:

- Cell phones,
- Walkman/CD/MP3 players
- Other items designated as forbidden at the event.

The following items will be taken and not returned at the end of the event:

- Cigarettes and any other tobacco product
- Lighters/matches/candles

The following items are STRICTLY FORBIDDEN and will result in having the individual sent home:

- Weapons
- Alcohol and all illegal substances

The “bag” containing such items designated to be returned at the end of the event will be held by the Facilitator or another adult so designated to accept the responsibility for such items until the time they are returned at the end of the event.

5.3.5 Permission/Agreement Form for Overnights and Lock-Ins.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Permission/Agreement Form for Overnights and Lock-Ins at the Unitarian Church of Norfolk

Responsible Group: Children’s Religious Education Council

Approved: Submitted to the Board on 6/1/06; effective on 8/1/06.

PURPOSE:

To implement the preceding PPM document, “Policy and Guidelines for Overnights and Lock-Ins at the Unitarian Church of Norfolk.”

POLICY:

I/we, _____ am/are the parent(s)/guardian(s) of _____, and give permission for her/him to attend the Overnight/Lock-in at the Unitarian Church of Norfolk to be held on _____. I/we understand that arrival time will be between the hours of _____ and that departure time will be _____.

Please note any food or other allergies:

Please indicate any medications to be administered during the overnight/lock-in, including the dosage and time to administer:

Medication	Dosage	Time to Give	Received by	Given by
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

I/We can be reached at the following phone numbers:

5.3.5 Permission/Agreement Form for Overnights and Lock-Ins.

In the event of an emergency, if I/we cannot be reached, please contact
_____ at _____.

I/We have read, understand, and agree to abide by the policy for Overnights and Lock-ins
at the Unitarian Church of Norfolk.

Attendee

Parent(s)/Guardian(s)

5.3.6 Screening and Selection of Workers with Children and Youth.

Unitarian Church of Norfolk (Unitarian Universalist) Policies and Procedures Manual

Subject: Screening and Selection of Workers with Children and Youth

Responsible Group: Children's Religious Education Council

Approved: Submitted to the Board on 6/1/06; effective on 8/1/06.

POLICY:

Those working with children and youth in the context of our Unitarian Universalist faith have a crucial and privileged role, one which may carry with it a great deal of power and influence. Whether acting as a youth advisor, chaperone, child-care worker, teacher, minister or in any other role, the volunteer has a special opportunity to interact with our young people in ways which are affirming and inspiring to all involved.

It is important that volunteers be capable of maintaining meaningful friendships with the young people they work with; they must exercise good judgment and mature wisdom in using their influence with children and youth and refrain from using young people to fulfill their own needs. Young people are in a vulnerable position when dealing with people older than themselves, and may find it difficult to speak out about any inappropriate behavior of their leaders, teachers and caretakers.

It is ultimately the responsibility of the entire congregation, not just those in leadership and teaching positions, to create and maintain a climate which supports the growth and welfare of children and youth. In an effort to protect our young people as well as our leaders and teachers, selection criteria and screening procedures will be implemented.

PROCEDURE:

Workers who provide direct care and/or supervision to children or youth at the Unitarian Church of Norfolk, as advisors for youth and volunteer Religious Education teachers, at events or in programs, must have been active participants at the Unitarian Church of Norfolk for at least six months. Active participants are church members or friends who are involved with church committees, activities, and/or events.

1. Advisors and teachers for High School Youth must be at least 25 years old; advisors and teachers for Middle School Youth must be at least 21 years old.
2. All compensated workers and volunteer religious education teachers, volunteer youth advisors and sponsors, OWL facilitators, and Quest mentors must read this policy and sign the Code of Ethics included in this policy.
3. Supervision:
 - a. Youth under the age of 16 (who did not drive themselves to the church) must have an adult responsible for them when on UCN property on Sundays. When events are held,

5.3.6 Screening and Selection of Workers with Children and Youth.

parents/guardians are to pick up all youth (up to age 18, or age 16 if the youth drove to church) promptly at the end of the event. All parents must personally and directly inform the DRE/Youth Coordinator/Adult in charge of event if the youth will be carpooling to or from an event other than Sunday worship. Youth may not remain on UCN property after the event has concluded. In the event that a youth has not been picked up, at least two adults must remain with the youth. If only one adult is remaining, that adult is to contact the DRE immediately. If the DRE cannot be reached, the adult is to contact the Youth Coordinator, Minister, or a member of the Board.

- b. There will be a minimum of two adults scheduled to supervise each group. At least two adults, including childcare workers, should be present in each classroom on Sunday mornings, and on every outing, overnight and other church related activity with groups of children, including the Children's and Youth Choir rehearsals and trips. Paired teachers/advisors/supervisors may not be members of the same household or family. At least two adults must remain with youth at all times until all youth have left the premises or until parent(s)/guardian/caregiver have arrived on UCN property and taken charge of youth. The Director of Religious Education (DRE) or the primary on-site adult leader may make exceptions to this two-adult rule on a case by case basis. Youth aged 14 - 18 may assist a qualified adult in RE classes of children of preschool age through fifth (5th) grade. Middle School Youth who have completed and passed the Red Cross Baby Sitting and/or CPR course may assist in the nursery, with a qualified adult or teen leader.
- c. For the purposes of these requirements a "group" is defined as those minors who have been assigned to a nursery, preschool, or individual class or specific program or activity within the context of that class, as well as youth who are taking part in a planned, organized component of their program.
- d. Minimum adult-to-child/youth ratio is as follows:
 - 1 Nursery/Preschool—1:6
 - 2 Elementary—1:6
 - 3 Middle School—1:8
 - 4 High School—1:10
- e. Any relationship developed between an adult and a youth outside of the Unitarian Church of Norfolk activities must be with the knowledge and consent of the youth's parents/guardian. This is for the protection of both the youth and the adult. Adults will best protect themselves from false accusations of misconduct by keeping the parents informed of their actions.
- f. Corporal punishment may not be used under any circumstances.
- g. If an adult other than a parent or guardian has a private one-to-one meeting with a child or youth during the event, another worker in the program shall be notified about the meeting, either before the meeting or promptly afterward.
- h. No adult, other than a parent, guardian, or sponsor is to be alone with a child or youth off-site.

5.3.6 Screening and Selection of Workers with Children and Youth.

4. Abuse:

- a. Teachers, helpers, or youth group leaders who have gained the trust of young people are in a unique situation to observe behavior or be party to a conversation in which a possible abusive situation (either within or outside of the church) is revealed. Information on issues relating to sexual misconduct and abuse, the Code of Ethics, the reporting mechanism, and the need to create safe places for children and their adult and adolescent volunteer leaders, teachers and caretakers will be provided at our annual teacher training.
- b. If a worker, volunteer, or any other adult suspects abuse (sexually molested or exploited, injured or been the victim of significant objectionable conduct) of a minor during a UCN program or event, the adult must immediately report to the DRE or Minister. Workers and volunteers that suspect the abuse of a child are also to report such suspicions to the DRE or Minister, who will then work with the reporter in taking further action, including the reporting of the incident to the parents/guardians. Adults who, although neither a person in charge of an event nor a person affiliated with the event, nevertheless acquire knowledge or a reasonable suspicion that one or more youth at a UNC sponsored event has been sexual molested or exploited, injured, or been the victim of significant objectionable conduct, must notify the individual in charge of the group, and together report to the minister and/or DRE,
- c. If the Minister or DRE ascertains that a child or youth is in a situation of risk, the responsible person should immediately remove the allegedly abusive adult (or the child) from the situation and take any other steps necessary to protect the minor.
- d. The Minister or DRE will alert the President of the Board of Trustees that an abuse situation has been reported. Otherwise, the matter is to remain confidential. Release of information could interfere with successful prosecution, could result in unwarranted damage to the reputation of the accused, or may endanger the child.
- e. If the reported abuse involves a worker or volunteer at UCN, the supervisor of that person will immediately relieve that person of any duties involving supervision, care or teaching of children and youth at UCN until the matter is resolved. The supervisor will keep a written record of who reported the suspected abuse and any circumstances.

5. "Friendship" with Youth:

Although we hope that youth and adults will have genuine fondness for one another, any adult who looks to youth for friendship is not sufficiently mature to be in a position of responsibility over them. A "friendship" is reciprocal, where neither person has more responsibility for the health of the relationship than the other. This is antithetical to the adult/youth relationship, where the adult is the one who assumes primary responsibility for maintaining appropriate boundaries and cultivating an atmosphere of health and trust. Therefore, it is the adult volunteer or compensated worker's responsibility to avoid or discourage inappropriate friendships.

6. Confidentiality:

Adults who work with children and youth under the aegis of UCN are responsible first to the

5.3.6 Screening and Selection of Workers with Children and Youth.

children and youth, but to the church as well. Sometimes an adult will learn that a child or youth is the victim of abuse, is suicidal, has a serious drug problem, etc. It is UCN policy that this information is communicated to the Church's professional staff immediately. For this reason, please try never to give children or youth the impression that you will keep secrets for them. **CONFIDENTIALITY IS NOT KEEPING SECRETS.** For the most part, a covenant of confidentiality will mean that you do not repeat information told to you in confidence. However when the information is of a major, crisis nature, encourage the child or youth to seek help from a parent or other authority figure. Consult with a person of greater authority in the church, Minister or DRE, about an appropriate course of action.

7. Transportation of youth, age birth to eighteen:

- a. Regarding transportation to, from and during Church or District Events: It is the responsibility of parents to provide safe transportation to and from the Unitarian Church of Norfolk. Volunteers and compensated employees are not allowed to pick-up or drive children and youth home from UCN or to be alone in a car with one child or youth except by prior parental arrangement and notification of the DRE.
- b. All drivers must be at least 25 years of age. There must be enough seat belts for everyone, and everyone must wear a seatbelt. Drivers shall obey all traffic laws.
- c. Drivers transporting minors shall: have a valid driver's license, provide evidence of active automotive liability insurance; and be qualified to operate the vehicle that they will drive. The DRE may perform motor vehicle record searches as needed to assess the driver's ability to safely transport our minors.
- d. Parents must give permission for any leader to transport their minors. This permission will include all relevant details pertaining to the event, such as date and location, name of driver(s), time of departure and time of return, and emergency contact information. Drivers will keep this information with them or in the vehicle.
- e. No driver may consume alcohol or use any form of drug which can affect physical or mental performance during or before carrying out his/her duty as a driver. A minimum of two adults must accompany a group going off-site. Exceptions for exigent circumstances only may be made by the primary on-site adult leader.

Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual

Subject: Social Justice Committee P&P

Responsible Group: Social Justice Committee

Approved: Submitted to the Board on 6/1/06, effective on 8/1/06, except where amended and approved by the Board at later dates.

POLICY:

General Policy:

The Social Justice Committee is a standing committee. It is responsible for (1) educating first itself and then the congregation regarding pertinent issues of social justice, (2) acting as a committee in effort to redress these issues, and (3) involving the congregation in these efforts as much as possible. The Social Justice Committee adheres to the UUA seven principles and the UCN bylaws.

Membership / Leadership (Approved by the Board on 8/22/16):

- The members of the Committee include volunteers with continuing interest in Social Justice, and one or more members who may be appointed by the Board of Trustees. In order to vote, a member must be a UCN member in good standing. With this sole exception, non-UCN members are invited to participate on this Committee.
- The chair or co-chairs of the Social Justice Committee are volunteers nominated by the members of the committee and approved by the Board of Trustees.

Accountability (Approved by the Board on 8/22/16):

- **Public / Social Media:** Representation to public or social media of positions and/or views on social issues or policies that are held by the Committee as a whole is reserved for the Committee Chairperson or their designee.
- Unless embodied in a Public Stand, representation to public or social media of positions and/or views on social issues or policies that may be held by the church as a whole is reserved for the Minister or authorized member of the Board of Trustees. In the case of a Public Stand, anyone may recite the text of an adopted Public Stand in a public forum and in public or social media.

Approved by the Board on 8/1/06

- The Committee is represented on the Program Council and keeps the Council informed.
- The Committee sponsors events that support social justice issues and presents motions to the congregation as appropriate.
- The Committee collaborates with other organizations similarly dedicated to social justice.

PROCEDURE

General Procedures of the Committee (Approved by the Board on 8/22/16):

- The Committee meets monthly. The Chair or Co-chair will inform all members of any cancellation.
- The Committee supports the work of the Unitarian Universalist Service Committee.

Second Sunday Special Offerings (Approved by the Board on 8/22/16)

- The Social Justice Committee has the responsibility for the special offerings on the second Sunday of the month. These special offerings are to provide financial support to causes and organizations that meet the UCN Principles.
- The selection of the recipient(s) of the special offerings is determined by the Social Justice Committee with consideration given to organizations that further the concerns of UCN, the priorities of UCN as determined through a survey of the congregation, and current events that warrant UCN support. The Committee selects one or more recipients of the offering for each month, except December which is an offering for the Minister's Discretionary Fund.
- The Committee places an article in the Weekly Newsletter and in the Sunday Announcement in the Order of Service. The Committee also arranges for a presentation about the recipient(s) on the Second Sunday. Through these communications the congregation is educated about the recipient and their activities that support the UCN priorities and Principles.

Public Stands (Approved by the Board on 8/1/06):

- The Committee coordinates the taking of a public stand by the congregation in accordance with the bylaws.
- The Committee prioritizes and coordinates special projects as suggested by committee members or members of congregation.
- The Committee creates topical worship services as needed.
- The Committee produces an annual report.

The Social Justice Committee's Annual Budget Development, Review and Submittal (Approved by the Board on 8/22/16.):

- Purpose: The purpose is to create a proposed Social Justice budget with funding levels that will support the Social Justice activities in the upcoming year and present that proposed budget to the Treasurer.
- Policy: Annually the UCN Treasurer requests committees to submit their proposed budget as a guide for development of the UCN annual Budget. The Social Justice Committee complies with this request through a development, review and approval process.

- Procedure: The budget development process begins in March with the Chair presenting the approved budget for that year and the expenditure pattern to date. The Chair may propose changes or items for consideration to the Social Justice Committee. The Social Justice Committee reviews information on the present year budget and expenditure patterns; considers new programs in process or that may be developed; examines proposals by the Chair, sub-committees, other UCN committees, and individuals; and evaluates any potential issues or programs that may require financial support from the Committee. After discussion, the Social Justice Committee reaches conclusion on a proposed budget for the upcoming year. The Social Justice Committee votes on the proposed budget. The approved budget is then submitted to the UCN Treasurer.
- The general timeline for the development of the proposed budget is:
 - Review of the budget information and discussion at the March and/or April Social Justice Committee meeting (s)
 - Action on the proposed Budget at the April Social Justice Committee meeting
 - Submittal of the proposed budget to the Treasurer by May 1

Communication to the Congregation and Community (Approved by the Board on 8/22/16):

- The Committee will communicate with the congregation and the community using appropriate and multiple methods including:
 - Written-Friday Newsletter, Announcement in the Order of Service, handouts
 - Brochures
 - Social Media
 - Bulletin board postings
 - Oral-discussion tables in the Social Hall, congregational meetings, presentations
 - Communications Committee
 - Web Site

Guidelines for Charitable Contributions P&P. (Approved by the Board on 6/19/14):

- Purpose: This simple guideline is intended to aid the Social Justice Committee (SJC) in deciding whether to contribute to requests from outside peoples or organizations for contributions to help them in their own goals. We acknowledge that each request will be unique and may well require decisions/actions not encompassed in this document. This is just a guide and not intended to limit or confine the actions of the SJC.
- Procedure:
 - SJC shall place in reserve at the start of the new fiscal year \$XXX.XX for the purpose of responding to Charitable Contribution Requests.
 - SJC shall consider all requests and keep documentation that shall at least include:
 - Who made the request
 - When the request was made
 - What was requested
 - The SJC review and findings
 - Final decision

- Contribution (if any)
- Out Come/Results of Contribution
- This documentation should be available to any member of the congregation.

--SJC shall assign a person or group of people from the committee to review a request and then present to the entire committee for a vote.

-- This sub-group of the SJC should consider at least the following points:

- Why did the requestor choose to come to UCN for a contribution?
- Who else are they asking?
- Are the requestor's goals/theology/beliefs compatible with the Seven Principles of the UUA?
- Will this Contribution aid our congregation's Top Priorities?
- Has the requestor received contributions from us in the past and what was the outcome of that contribution?
- Does the requestor have a clearly defined goal?
- Does it seem likely that they will reach their goal?
- Does it seem likely that requestor would like to build a relationship with UCN?

Guidelines for Responding to Requests by Outside Groups to Present On Behalf of Their Group or Cause to Our Congregation (Approved by the Board on 10/16/14):

- Purpose: This simple guideline is intended to aid the SJC in deciding how to respond to requests from outside groups or organizations to make presentations to or our congregation (these are requests for time or access vs a financial donation). We acknowledge that each request will be unique and may well require decisions/actions not encompassed in this document. This is just a guide and not intended to limit or confine the actions of the SJC.

- Procedure:

--SJC shall consider all requests and keep documentation that shall at least include:

- Who made the request
- When the request was made
- What was requested
- The SJC review and findings
- Final Decision
- Outcome/ Results
- This documentation should be available to any member of the congregation

--When received the SJC chair will assign any request to a member or group of members of the SJC to review, research and make a recommendation to the entire committee for a vote.

--This sub-group of the SJC should consider at least the following points:

- How does the request relate to the current priorities of the SJC?
- Why did they contact UCN and what other groups are they contacting?
- Is there any cross over between this group and any member of UCN?
- Is this group one who SJC may have some interest in partnering with to address our Social Justice Priorities?
- What is the standing of this group in the community?

-- If we are interested in working with this group, what would be a proper forum?

- Sunday Morning Worship Service (Extremely rare)
- Sunday Morning Discussion Group
- Table in the Social Hall during Coffee Hour
- Additional Presentation or program
- Discussion after the service in a quiet church setting
- Other

6.1.0 Paid Staff Positions, excluding the minister's position

Unitarian Church of Norfolk (Unitarian Universalist)

The Policies and Procedures Manual

Subject: Paid staff positions, excluding the minister's position

Responsible Group: The Board of Trustees

Approved: Approved by the Board of Trustees on 11/11/2010

Purpose: Clarification of eligibility for paid staff positions and avoidance of conflict of interest for members of the Board of Trustees

POLICY:

6.1.1 Paid Staff Positions, excluding the minister's position.

6.1.1.1 It shall be the policy of the Board of Trustees that a person hired to fill a paid staff position may not be hired to fill a second paid staff position.

6.1.1.2 It shall be the policy of the Board of Trustees that a person serving on the Board of Trustees or chair, co-chair, or member of a Board appointed committee, will not be eligible to serve in a paid staff position.

6.1.1 Office Administrator Job Description.

**Unitarian Church of Norfolk (Unitarian
Universalist) Policies and Procedures Manual**

Staff Job Description

Position Office Administrator	At review held by: Leo Bevon & Jeanie Kline
Last Updated on: December 2, 2014	Updated by: Jeanie Kline & Susie Gullixson

Full time, 40 hours

Duties and responsibilities:

A. The Office Administrator takes initiative in areas of communication for UCN, as follows:

- i. Providing weekly financial reports to the UCN Treasurer
- ii. Writing, editing, reviewing and proofreading the Friday email and newsletter
- iii. Producing the order of service and announcements on a weekly basis, including special mail out versions
- iv. Printing and mailing quarterly financial statements to congregants and/or providing such statements in an electronic format to those who prefer this method
- v. Preparing/producing and maintaining the general church calendar, including printing and posting of events
- vi. Serving as UCN's ambassador and key liaison to visitors and callers during office hours
- vii. Retrieving and routing phone messages, emails and calls where applicable
- viii. Taking an active role in identifying and suggesting improvements in communications and membership as the initial and primary contact at UCN
- ix. Producing documents and advertising materials for church functions and committee chairs
- x. Offering a supportive and active role to support committees through preparation, updating and ensuring that procedures are in place and functioning at optimum levels; identifying and suggesting improvements; maintaining filing and spreadsheets for membership, facility usage/rentals, endowment committee and cornerstone correspondence
- xi. Producing and maintaining church correspondence and publications such as church phone directories, annual reports, visitor letters and special offering notes to affected donor recipients

B. The Office Administrator oversees building maintenance, to include:

- i. Paying vendors, sextons, contractors and others in a timely manner
- ii. Performing a building security and safety inspection at least once each day
- iii. Evaluating and identifying vendors and contract repairs to building and office equipment
- iv. Bringing in, sorting and distributing mail - signing for, accepting and delivering packages from FedEx, UPS vendors
- v. Serving as building use manager, to collaborate with Sextons
- vi. Ensuring trash bins are placed at curbside weekly (and recycle bin bi-weekly) and retrieve after trash and recycle collection
- vii. Maintaining safety equipment – fire extinguishers, CO2 monitors, fire and smoke detectors, signs
- viii. Analyzing, monitoring and evaluating of monthly contractual services and utilities

C. The Office Administrator maintains UCN financial records, which includes:

6.1.1 Office Administrator Job Description.

- i. **Managing the software utilized for records of pledge and plate receipts, including the recording, posting, backup and verification of contributions and donations**
 - ii. **Preparing and executing a weekly deposit of contributions received during the previous week**
 - iii. **Preparing, approving and printing Payroll records and checks**
 - iv. **Maintaining accurate membership records**
- D. The Office Administrator administers HR & Payroll policies, as follows:**
- i. **Assisting with HR by maintaining employee/database, application processing, benefit enrollment/termination processing**
 - a. **background checks for prospective employees**
 - b. **organizing and maintaining employee files**
 - c. **managing UUA health plan for UCN employees**
 - ii. **Managing payroll setup W4's, insurance policies: medical, dental, HSA's**
 - iii. **Filing and paying state and federal tax forms (941, W3, VA-6).**
- E. The Office Administrator takes on special duties as needed. These include:**
- i. **Exploring, testing and reporting on new software options that may be of benefit to UCN**
 - ii. **Recommending changes in procedures to the Treasurer and Financial Secretary**
 - iii. **Handling and reporting emergencies when they occur during the workday at UCN**

Primary contributions and outcomes:

- **Overall good will toward callers and visitors to UCN**
- **Timely production and maintenance of church correspondence**
- **Building management and maintenance**
- **Accurate maintenance of relevant church financial records**

Reporting, supervisory and collaborative relationships:

- **Supervised by Minister or designee in all areas, including work direction and approval of leave**
- **Indirectly responsible to Board and congregation**
- **Supervises janitorial service**
- **Supervises and schedules sextons, as needed**
- **Supervises volunteers in office related jobs**
- **Performance reviews will be conducted by the Minister or designee, who will seek input from key leadership**

Required qualifications:

- **Excellent bookkeeping, clerical, organizational and communication skills**
- **Integrity in all work performed on behalf of UCN**
- **Facility with the standard suite of Microsoft Office software and packages that support financial obligations and collections of UCN; a willingness to learn new applications as necessary**
- **Tolerance and patience**
- **Self motivation and independence**
- **Must work well both alone and with others**
- **As the usual/primary initial church contact, must present a good first impression**
- **Physical strength and dexterity – climbing stairs, lifting up to 50 lbs**

6.1.2 Director of Religious Education Job Description

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Director of Religious Education Job Description

Responsible Group: Board of Trustees, Personnel Committee

Approved: Approved by the Board of Trustees, March 10, 2010.

PURPOSE: To have a published, accessible Director of Religious Education job description for reference purposes.

POLICY: Under the bylaws, the Board of Trustees has the power not only to “engage ... staff” [section 10.4], but also to approve staff job descriptions [section 7.1].

PROCEDURE: The Board of Trustees and the Personnel Committee will review and revise as appropriate the Director of Religious Education Job Description and publish it in the Policies and Procedures manual.

Staff Job Description

Position: Director of Religious Education	At review held by:
Last Updated on: May 25, 2009	Updated by: Virginia Harvey

Weekly Hours: 25

Primary contributions and outcomes:

The DRE will consult with the minister, working closely with him/her to create an environment in which children and adults are stimulated to grow toward religious fulfillment. The DRE will work in cooperation with the Children’s Religious Education Council (CREC) in matters of children’s religious education program policy. The DRE will also work with the DRE Relations Committee to seek support and advice regarding the congregation’s questions and/or grievances about religious education at UCN.

Duties and responsibilities:

Philosophy and Worship

- With the minister and the CREC, develop a philosophy of religious growth and learning for UCN.
- Participate in visioning/goal work related to the RE program with the minister, CREC and congregation, including curriculum mapping/purchase/review.
- Responsible for rites of passage. Be involved in ceremonies and celebrations such as Bridging and Quest.
- With support of the CREC and Worship Services Committee, plan and conduct all children’s and/or intergenerational services.

Educational Programs

- Maintain and manage the Children’s RE classrooms
- With support of the CREC, recruit, orient and train Sunday RE teachers

6.1.2 Director of Religious Education Job Description

- Prepare RE teacher handbooks
- Support teachers with substitutes, regular contact, scheduling, etc.
- Greet Sunday RE participants, especially new families.
- Act as point of contact for teacher feedback and communication between RE program and home
- Jointly with the CREC, recruit OWL facilitators and oversee training for all age groups.

Administration and Operations

- RE awareness publicity including prospectus, monthly newsletter articles and brochures
- Maintain enrollment and attendance records
- Data entry, filing of printed materials, photocopying, mailings, etc.
- Attend RE trainings, district and denominational meetings
- Maintain curricula/resource library
- Maintain children's library
- Order, purchase or borrow necessary curricula and materials
- Establish discipline and safety procedures for the RE program and classroom spaces including screening of adult volunteers (Safe Congregations information), evacuation/fire safety (in coordination with the Safety Committee), and procedures to be followed in case of a disruptive presence in a classroom.
- Establish and maintain RE budget and associated records

Communications

- Monthly and annual RE Board reports. Representation of RE to the Board at Board meetings.
- Meet weekly or as needed with minister and other staff.
- Meet monthly with CREC

Reporting, supervisory and collaborative relationships:

The DRE is responsible to the minister. The minister and the DRE work in a collaborative relationship. As professional colleagues, the minister and the DRE are expected to coordinate vacations with one another and the church calendar. In addition, the DRE shall:

- Supervise the Youth Coordinator, and support the Board when hiring a new Youth Coordinator
- Supervise the Nursery Supervisor/Childcare Coordinator
- Act in collaboration with the CREC in areas of joint responsibility.
- Performance reviews will be performed by the Minister, who shall seek written input from the CREC chair and committee members.

Required qualifications:

Good interpersonal skills; able to work responsibly, reliably and independently; possesses a general knowledge of Unitarian Universalist philosophy and religious education curricula; has general knowledge of child development and effective instruction techniques; has past supervisory and administrative experience. The DRE should be a credentialed UUA Religious Educator or be in the credentialing program.

Staff Job Description

Position Youth Program Coordinator	Approved by the Board: September 15 th , 2016
Last Updated on: September 14 th , 2016	Updated by: Personnel Committee

Primary Contributions and Outcomes:

The Youth Program Coordinator (YC) of the Unitarian Church of Norfolk (UCN) will help provide a nurturing community, foster courageous spiritual growth, and inspire compassionate action for the youth ages 11 through 18 who are in, or correspond to the middle school and high school years (“middler and teen” youth) of UCN. This will be done in accordance with our Unitarian Universalist values and principles.

Duties and responsibilities:

- Coordinate recruitment of teen advisors and volunteers to participate in Youth programs.
- Communicate with volunteer middler and teen program volunteers (chaperones and advisors) on a regular basis; this will include training before and reviews after scheduled events.
- Provide advisors, parents and youth with information including contacts, curricula, resources and training for implementation of programs.
- Coordinate chaperones, transportation, and release forms for youth programs.
- Manages confidential information, including basic contact, emergency contact, and relevant medical information (e.g., allergies, medication needs) for participating youth. Coordinates that information with the church office.
- Will be present at UCN to provide supervision of the youth programs at least two Sundays a month. The YC will also coordinate schedules with the Director of Religious Education (DRE) to provide coverage for the DRE when DRE is away.
- For our middle schoolers (age 11 through 13/ grades 6 through 8):
 - Plan and implement programming (such as, but not limited to, special events, trips, or social events), that falls outside of regular weekly schedule .
- For our teen group (age 14 through 18/grades 9 through 12):
 - Meet at least monthly with current volunteer teen advisors and teens.
 - Coordinate with teens and advisors to plan, organize, and execute programming (such as, but not limited to, activities that take place during regular--on Sunday or another day of the week--youth gatherings, as well as special events, or trips). The YC will guide and encourage youth empowerment and youth responsibility for programming.
 - Coordinate and advise on development and implementation of youth led fund-raising.
 - Co-create and facilitate one teen-led worship service annually (usually in May).

6.1.2 Director of Religious Education Job Description

- Coordinate special programs on positive sexuality education for middle and teens such as the Our Whole Lives comprehensive sexuality education program.
- Coordinate coming of age programs for middle and teens transitioning to the teen group such as the Quest program.
- Act as treasurer for the youth budget and fundraising.
- Meet at least monthly with DRE and attend church staff meetings and CREC meetings as needed.

Reporting, supervisory and collaborative relationships:

- Is a member of UCN staff reporting to the DRE.
- The DRE will conduct an annual review of performance per UCN policy
- Coordinate with DRE regarding further training opportunities.

Job qualifications:

- Experience working with youth and with educational program implementation.
- Knowledge of Unitarian Universalist religious practices and traditions and the ability to work in a community that espouses diverse religious beliefs.
- Good verbal and written communication skills, to include use of electronic communications and social media.
- Group dynamics training and/or experience.
- Experience dealing with the youth who are facing challenges or training in youth crisis intervention.
- Demonstrated ability to lead volunteers of diverse gender, sexual orientation and cultural background.
- The ability to work from home, including phone, computer and Internet access
- Enthusiasm for working in a community with diverse racial identities, gender identities and sexual orientations.
- Must pass background checks to qualify to work with children and youth per church policy.

Specific Stipulations:

Hours: Up to fifteen (15) hours weekly, or 64 hours monthly, to include a minimum of two (2) Sundays per month. Hours are flexible to allow for youth events that take place in the evenings and overnight.

Nursery Supervisor Guidelines (suggested procedures)

- Maintain nursery to ensure a safe and clean environment for the children.
- Change and launder bed sheets after each use or monthly
- Wipe off furniture and toys weekly (spray bottle solution of 1 part bleach: 10 parts water. This is located near the crib.)
- Disinfect toys that are placed in children's mouths.
- Perform safety checks of the nursery upon arrival and throughout its occupancy
- Monitor changing and disinfectant supplies. Notify the Director of Religious Education (DRE) or Nursery Liaison if supplies are low.
- Supervise snack time. Children should be seated at the table.
- Monitor appropriate use of furniture. (ie: no climbing or standing on the furniture)
- Report disturbances or damages to church property to DRE or Nursery Liaison.
- Ensure all toys and furniture are returned to proper place before departure.
- Turn off fans, lights, and electrical equipment prior to departure.
- Lock door and return key to office.
- Provide appropriate activities for children in nursery.
- Provide activities appropriately designed for each age group. Activities can include: reading, music, playing games, and educational videos (not to exceed 30 minutes). A craft or game for non-infant children will be provided. A story and music will be provided for smaller children. Activities should follow UU principles. Nursery assistants will help with the planned activities and/or provide attention to smaller children as needed.
- Plan activities using available resources and input from the Children's Religious Education Council (CREC).
- Snacks may be provided. Obtain parental consent first.
- Provide children with undivided attention.
- Refrain from the use of harsh, negative words.
- Refrain from the use of physical punishment.
- Notify parent if the child is disruptive to the nursery.
- Interact appropriately with parents
- Provide a registration form for the parents to complete on the child's first visit. Transfer information to index card log, which will be kept in the nursery. The DRE will keep the registration form.
- Provide a log sheet and direct parents to sign in all children.
- Obtain parents' input in establishing acceptable standards for child's behavior. (ie: how long can a child cry, how best to calm a child)
- Inform parents of nursery guidelines and routines.
- Obtain parental permission for the child to eat snack food provided by the church.
- Notify parent of child's need for a diaper change. Changing tables are located in the restrooms.
- Release the child to the parent or caretaker only. Inform parents of child's adjustment to the nursery.
- Supervise nursery assistant(s)
- Coordinate efforts so the above-mentioned tasks are completed.

6.1.2 Director of Religious Education Job Description

- Report any concerns regarding the assistant to the DRE or Nursery Liaison.
- Provide input to the CREC regarding the performance of the assistant.
- Schedule and coordinate childcare
- Scheduling will be required for: Sunday mornings (9:15 am -12:30 pm); Congregational Meetings; church-wide events as defined in our by laws, such as the canvass dinner; and all other church sponsored events such as committee meetings, workshops/classes, interest group meetings, parties, etc.
- This will include, but will not necessarily be limited to, contacting and arranging for childcare providers and canceling the providers, as needed. The Supervisor will also be responsible for documenting the existence of and the reasons for any over scheduling or under scheduling of providers that may occur for a given event.
- The DRE (or some other designee appointed by the DRE) must approve all employees who will provide childcare at UCN. The list of approved providers will be used to develop the schedule.
- Schedule childcare and coordinate the schedule with the providers for each Sunday morning from 9:15 am -12:30 pm. The schedule must be provide in writing to the DRE, Nursery Liaison, and each provider listed on the schedule by the 15th of the month prior to the scheduled month. Submission may be either by mail or electronically.
- For all other events (other than Sunday morning 9:15 am – 12:30 pm), each committee or group organizing the meeting or event will be responsible for determining any childcare needs. The representative will provide the total number of children who will need to be cared for no later than 7 days prior to said meeting or event. The committee or group representative who contacts the Childcare Coordinator must be affiliated with UCN and must be an active member of the committee or group sponsoring the event. Schedule childcare and coordinate the schedule with the providers. The schedule must be provided to the DRE, Nursery Liaison, and each of the providers on the schedule as soon as completed. Submission may be either by mail or electronically.
- To ensure the safety of children and providers alike, a minimum of 2 childcare providers are to be secured for each event for which more than 3 children are expected. Two middle school aged providers cannot work alone. The teams can be 2 teens, 1 middle schooler and 1 teen, or 1 supervisor along with either 1 middle schooler or 1 teen. Generally speaking, the recommended ration of childcare providers to children is a minimum of 1:5. The appropriate ratio will be determined by the Childcare Coordinator, and will be based on the number of children who need to be cared for, the ages of the children to be cared for, and any special needs that may arise.
- The childcare provider will be paid by UCN for the entire time she/he is contracted for, regardless of whether all children being cared for leave earlier than the contracted time. The minimum time a childcare provider can be contracted to work is 1 hour. Providers will be paid at the established hourly rate.
- In the event the meeting, activity, or event is cancelled, the committee or group sponsoring the event must notify the Childcare Coordinator at least 12 hours prior to the beginning of the contracted time. The Childcare

6.1.2 Director of Religious Education Job Description

Coordinator will be responsible for ensuring that each contracted childcare provider is notified immediately. Failure to notify the childcare provider within 12 hours of the contracted time will result in the payment of the childcare provider for the entire contracted time.

- Envelopes and stamps for mailing the schedules to the DRE, Nursery Liaison and each provider on the schedule will be provided by UCN. Notify the DRE when supplies are low.
- Notify the DRE and Nursery Liaison if a childcare provider does not show up for work. In addition, annotate it on the schedule and mail the schedule to the Nursery Liaison.
- Each childcare provider is to annotate the hours worked and submit the request for payment to the Nursery Liaison or DRE for signature.

Brian Brennan, DRE
2/27/2011

Staff Job Description

Position: Youth Childcare Assistant	At review held by:
Last Updated on: 1/10/13	Updated by: Brian Brennan

Duties and responsibilities:

- **Assist in maintaining nursery to ensure a safe and clean environment for the children.**
- **Provide appropriate activities for children in nursery.**
- **Interact appropriately with children**
- **Report punctually for all scheduled work times**

Reporting, supervisory and collaborative relationships:

- **Youth Childcare Assistants report to the Nursery Supervisor/Childcare Coordinator**

Required qualifications:

- **Completed the Red Cross Babysitter Training course or an equivalent course**
- **Maintain a “B” average in school**
- **Good interpersonal skills**
- **Parents must be members of the Unitarian Church of Norfolk**

Specific stipulations:

- **Hourly position, 3. hours per week. Regular hours are 9:30 am – 12:30 pm on Sundays.**
- **Employee may be contacted to provide childcare during other church activities. These additional hours will be reimbursed at the contracted hourly rate.**
- **Two weeks notice is required by both parties to end period of service.**
- **Employee is subject to a 90-day probationary period.**
- **Employee’s performance will be evaluated annually by the Nursery Supervisor/Childcare Coordinator, or as requested by the Board of Trustees.**

As of 2014 Adults are paid \$10 per hour and Youth \$8 for nursery.

6.2.1.1. Building Usage Pamphlet Background Information.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Building Usage Pamphlet Background Information

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 4/9/06; effective on 6/9/06.

PROCEDURE: See text at next document.

Welcome!

We are happy to have you use our church for your event. The Unitarian Church of Norfolk (Unitarian Universalist) is a beautifully maintained historic building. Although our sanctuary and social hall are not air-conditioned, the sanctuary does have an exhaust fan and ceiling fans for cooling. Our upstairs classrooms have central air-conditioning.

You do not have to be a member of our church to use our facilities for your event. However, our building fees reflect that members and friends of the church contribute to its upkeep on a regular basis. Please read the following information carefully. If you have any questions, our Office Manager will be happy to answer them.

In general, the Church Rental Fee includes the room(s) specified, utilities, use of the restrooms, and unless otherwise noted, a sexton. A sexton unlocks the church (and room, if necessary) for you and is available during your event to answer building-related questions. We will provide a clean church for you. We ask that you leave the church as you found it. The sexton does not clean for you. If you prefer, we can provide cleaning after your service for an additional fee. Although this is an optional charge, this will relieve you of any worry or concern after your event when cleaning up may be the last thing you or your friends and family want to do. If you choose this option, please inform us well ahead of time so that we can schedule a cleaner.

Church Groups and Committees

Meetings: Groups and committees directly associated with the church (i.e. those listed in the front of the church directory) do not have to pay for the use of the church. However, space must be reserved in advance. To reserve a room call or write the Office Manager with your request. Rooms are assigned on a first-come basis, so do not publicize a meeting or event without verification of room availability from the Office Manager.

Church groups must appoint one of their members as the sexton for the event and inform the Office Manager of the choice prior to the event. This person is responsible for unlocking and locking the church (and room) and for ensuring that the room is clean and set up for general use at the time of departure. Keys to the church can be checked out at the office. A key deposit may be required.

Fund Raisers: If your church-related committee or group holds a fund-raising event in the church, 30% of all proceeds must be donated to the general fund of UCN.

Use of the Church for Non-Church Activities

Our church is available for rental by individuals or groups within the community. The fees for rental are as follows:

For Personal Use by Members of the Church

Rooms may be rented for \$50.00 per event. A sexton fee of \$10.00 per hour may also be charged.*

For Personal Use by Pledging Friends of the Church

Persons who pledge financial support to the church but who are not members of the church will be charged one half of the fees of a non-member for the use of the church. See the non-member section for that fee scale. A sexton fee of \$10.00 per hour may be assessed.*

*Sexton fee may be waived if member/friend will act as sexton.

Use of the Church by Others

Church space can be rented by all others for the following fees:

Social Hall	\$100.00 per hour
Sanctuary	\$100.00 per hour
Classroom	\$50.00 per hour
	(or \$90.00 for a morning, afternoon or evening block)
Kitchen	\$15.00 per event**

**Note: The kitchen cannot be reserved by itself.

Information is continued on back of pamphlet.

6.2.1.2 Building Usage Pamphlet Text.

If the non-church group wishes to hold a fund raising event (defined as any event at which money is received) at Unitarian Church of Norfolk, that group has the option of donating 50% of the proceeds of the fund raiser to the church or paying the standard building usage fees as outlined above. A sexton fee of \$10.00 per hour will be assessed if the total payment to the church is under \$10.00 per hour.

Extended Ministries

The Board of Trustees has designated one day a month as a time when our building may be used at no cost by non-profit groups which serve our local community. Each group may use the church once in a calendar year, more if the day is unclaimed 30 days prior. You are requested to leave the room as you found it.

Scheduling

As soon as you are certain you would like to have your event at our church, please call the Office Manager to put your name on our calendar, and to request a Building Usage Agreement.

A \$50.00 deposit is required to reserve your date, and will be returned within seven days after your event. Extra time used for your event will be deducted from this deposit. This deposit is in addition to all other fees.

With the return of the Building Usage Agreement, you must pay 25% of the anticipated total fees with the remainder of the fees paid 30 days prior to the event.

Building Usage Policy approved by U.C.N.
Board of Trustees 11/04/99

Vivian Oden
Youth Coordinator

**Use of the
Unitarian Church of Norfolk
(Unitarian Universalist)
by
Church Groups
Individuals
And
Community Groups**

Unitarian Church of Norfolk
(Unitarian Universalist)
739 Yarmouth Street
Norfolk, VA 23510
Phone: (757) 627-5371
e-mail: office@ucnorfolk.org

Reverend Paul Boothby
Minister

Ruth Fox
Office Administrator

Christine Spratley
Director of Religious Education



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6.2.1.2 Building Usage Pamphlet Text.

*An open congregation celebrating
liberal religion in Hampton Roads
since 1930.*

6.2.1.3 Wedding Pamphlet Background Information.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Wedding Pamphlet Background Information

Responsible Group: Board of Trustees

Approved: Submitted to the Board on 4/9/06; effective on 6/9/06.

PROCEDURE: See text in next document.

Welcome!

We are happy to have you use our church for your wedding or union. The Unitarian Church of Norfolk (Unitarian Universalist) is a beautifully maintained historic building. Although our sanctuary and social hall are not air-conditioned, the sanctuary has an exhaust fan and ceiling fans for cooling.

You do not have to be a member of our church to use our facilities for your wedding. However, our building fees reflect that members and friends of the church contribute to its upkeep on a regular basis. Please read the following information carefully. If you have any questions, our Office Administrator will be happy to answer them.

In general, the Church Rental Fee includes utilities, sound system, use of the kitchen, Social Hall, Sanctuary, restrooms, and air-conditioned rooms upstairs for pre-wedding dressing. We will provide a clean church for you prior to your wedding. We ask that you leave the church as you found it. If you prefer, we can provide cleaning after your service for an additional fee. Although this is an optional charge, this will relieve you of any worry or concern after your wedding when cleaning up may be the last thing you or your friends and family want to do. If you choose this option, please inform us well ahead of time so that we can schedule a cleaner.

Building Rental Fees

Members

If you have been a member of UCN for at least six months prior to your request of the church, you do not have to rent the church for your wedding or union. However, it is customary to make a donation to the church to help defray the cost of operation. You will be assessed a sexton fee.

The sexton opens the building, operates the sound system and the lights, and assists you with your questions and building needs. The sexton does not clean the building.

Members are assessed a \$10.00 per hour sexton fee for the rehearsal, wedding and reception. An estimated sexton fee must be paid a week in advance of your event. Should the sexton work longer than anticipated, an additional payment should be made within one week. (A check may be sent to the Office Administrator, made payable to the church.)

Friends of the Church

This category includes sons and daughters of members, who are not themselves members, or other people who pledge financial support to the church without actually joining the church.

People within this category will be assessed a building rental fee of \$100.00

per hour, with a two hour minimum. This fee includes the sexton's fee. Fees for the minister, any musicians, and a cleaning service are not included in this amount.

Non-Members

The use of the building for your wedding and/or reception is \$200 per hour, with a two-hour minimum.

This fee includes the sexton's fees. Again, the fees for the minister, any musicians, and a cleaning service are not included in this amount.

Minister's Fees

Minister's fees are \$350 for the ceremony and an additional \$50 if a rehearsal is needed. The minister requires one appointment to meet the couple and plan the ceremony. Additional planning meetings may be arranged if needed.

Musicians

It is your responsibility to choose and compensate musicians for their work at your service. The minister can recommend a wide variety of musicians. If you choose to use our organ, please request a copy of our organ policy. All organists must be approved by our Music Director.

Information continued on back of pamphlet.

Revised 05/05

Scheduling

As soon as you are certain you would like to have your wedding or union in our church, please call the Office Administrator to put your name on the church calendar and to request a Building Usage Agreement.

A \$200.00 deposit is required to reserve your date, and will be returned within seven days after your wedding. Extra time used for either the rehearsal or wedding will be deducted from this deposit. This deposit is in addition to all other fees.

With the return of the Building Usage Agreement, you must pay 25% of the total fees with the remainder of the fees paid 28 days prior to the wedding.

Building Usage Policy
approved by U.C.N. Board of Trustees
11/4/99

Unitarian Church of Norfolk
(Unitarian Universalist)
739 Yarmouth Street
Norfolk, VA 23510
Phone: (757) 627-5371
e-mail: office@ucnorfolk.org

*Reverend Paul Boothby
Minister*

*Ruth Fox
Office Administrator*

*Christine Spratley
Director of Religious Education*

*Vivian Oden
Youth Coordinator*

*Weddings and Unions
At the
Unitarian Church of Norfolk
(Unitarian Universalist)*



1930 - 2005

6.2.1.4 Wedding Pamphlet Text.

*An open congregation celebrating
liberal religion in Hampton Roads
since 1930.*

6.3 Annual Calendar of Key Church Activities: Principles and Dates.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Annual Calendar of Key Church Activities: Principles and Dates

Responsible Group: Board of Trustees in cooperation with the Program Council

Approved: Submitted to the Board on 5/1/06; effective on 7/1/06.

PROCEDURE:

Typical Annual Calendar of Church Activities: Principles and Dates
.....

FALL

Teacher Training Retreat: *1st Saturday after Labor Day.*

Homecoming Sunday: *1st Sunday after Labor Day. Traditionally a water-ceremony is held. Having two Sunday-Services (at 9:30 and 11:15 AM) begins.*

Regular Children’s Religious Education Program Commences: *Shortly after Homecoming Sunday.*

Introduction to Unitarian Universalism. *Late Sept. or Oct. If enough sign up, one session per week for three weeks, usually evenings or early Sunday mornings.*

Fall Committee/Service Fair: *The Program Council usually schedules one during the Fall*
.....

WINTER & SPRING

Annual Stewardship Drive: *Begins in January.*

UCN Midwinter Meeting for the Congregation: *This is not a decision-making “special congregational meeting” under our bylaws. Usually it is held on a Saturday in late January or in February.*

Board Mid-Year (Winter) Retreat: *January or February (usually after the Midwinter Meeting.*

Introduction to Unitarian Universalism. *Late Jan. or early Feb. If enough sign up, one session per week for three weeks, usually evenings or early Sunday mornings.*

Nominating Committee: *Commences work in February*

Spring Committee/Service Fair: *The Program Council usually schedules one during the Spring.*

6.3 Annual Calendar of Key Church Activities: Principles and Dates.

TJ District Annual Meeting. *Sometimes held on the 2nd Weekend in April.*

Introduction to Unitarian Universalism. *Late April, May, or June. If enough sign up, one session per week for three weeks, usually evenings or early Sunday mornings.*

Chocolate Auction: TBA.

Services Auction: TBA.

UCN Annual Meeting: *By-Laws: must be held between May 1 and June 15.*

Spring Rummage Sale: *In May, coinciding with Stockley Gardens Art Festival.*

Memorial Day Weekend: *Camping trip at a state park. Services, nevertheless, are held at UCN.*

Joint Board Meeting for Incoming and Present Members: *2nd Thursday in June..*

Transition from Two Services to One Service, and Ending Regular Children's Religious Education Series: *The Worship Services Committee sets the date for the final two-service Sunday in coordination with the Children's Religious Education Committee, which sets the last day of children's regular RE classes. Single-services start immediately thereafter, with a regular starting time of 10:30 AM. The Adult Discussion Group usually announces a different starting and ending time when only one service is held.*

Father's Day Sunday: *We often celebrate Fathers' Day Sunday with a picnic at a park. When we do, no worship service is held at the church.*

SUMMER

Children's RE Summer Classes: *Children's summer RE classes usually start in June.*

General Assembly (GA): *Usually held late in June.*

Board Retreat: *in July or August. Depends on preferences of the new Board.*

SUUSI (Southeastern Unitarian Universalist Summer Institute). Held in Blacksburg or Radford in July for one week.

Mountain School of Congregational Leadership. The date for this weeklong training opportunity in South Carolina varies. Consult website: www.mountaincenters.org.

6.4 Annual Reports: Guidelines for Writing Reports.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Annual Reports: Guidelines for Writing Reports

Responsible Group: The Program Council

Approved: Submitted to the Board on 5/1/06; effective on 7/1/06.

PROCEDURE:

Guidelines for Annual Reports

In composing their reports for the Annual Meeting, committee chairs shall try to report on activities of their committees so that no gap in the information about activities appears in the series of Annual Reports. Normally, the chair's reporting year might extend from April 1 of the proceeding year up as far as possible into the present year, perhaps to March 31.

Accordingly, reports might be divided into three parts: (1) what happened at the end of last year (e.g. 1 April - 30 June) -- a new chair might have to ask other committee members; (2) what happened since then up to now; and (3) plans for the future.

Please contact the Vice-President, if you have any questions about how these guidelines might apply to your reports.

7/1/06

6.5.1 Reimbursement Request Form.

**Unitarian Church of Norfolk (Unitarian Universalist)
Policies and Procedures Manual**

Subject: Reimbursement Request Form.

Responsible Person: Office Administrator

Approved: Submitted to the Board on 6/1/06; effective on 8/1/06.

PROCEDURE: Fill out and submit the following form.

Unitarian Church of Norfolk
Unitarian Universalist

739 Yarmouth Street
Norfolk, Virginia 23510
Tel: (757) 627-5371

REQUEST FOR REIMBURSEMENT

TO: The Church Treasurer _____

FROM: _____

DATE: _____

AMOUNT OF CHECK \$ _____

CHARGE TO COMMITTEE/PROGRAM

**

BUDGET LINE NUMBER _____

REASON FOR CHECK: {attach all receipts} _____

MAKE CHECK PAYABLE TO:

6.5.1 Reimbursement Request Form.

***Approved by*

Title