



UNITARIAN UNIVERSALISTS OF SANTA FE

UU Santa Fe Manual

Mission, Goals, Organization and Committees

Version 4.0

Approved by Board of Trustees June 22, 2021

Revision History

Date	Version	Comments
August 18, 2010	1.0	Initial version approved by Board of Trustees
October 19, 2011	1.1	Minor changes including inclusion of revised mission statement, elimination of Member Programs Coordinator position, clarification of reporting responsibilities, elimination of Arts & Aesthetics Committee and addition of Foyer Art Committee, associated revisions to organization chart, etc.
November 28, 2012	1.2	Incorporate May 2012 <i>Bylaws</i> changes, Relational Support Service, Ad Hoc Operational Groups policy, and Program Council input
September 17, 2015	2.0	Incorporate Organizational Review Task Force recommendations, remove inactive committees, revise organizational chart, substantial organization changes, add Minister section; incorporate May 2015 <i>Bylaws</i> revisions, including re-numbering of volumes 1 and 2.
March 28, 2019	3.0	Approved by Board. Updated organizational structure and incorporated May 2018 <i>Bylaws</i> changes.
June 22, 2021	4.0	Approved by Board. Updated organizational structure, added Leadership Council, added affiliated entities, other committee and organization updates.

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Introduction

This volume of the UU Santa Fe Manual describes how UU Santa Fe is organized. It is intended to assist congregants in finding their place and passion within our ministry and as a reference for leadership to understand the roles and responsibilities of each part of the organization and how they work together.

Bylaws

The *Bylaws* of the Unitarian Universalists of Santa Fe were revised by UU Santa Fe on September 13, 2020.

The *Bylaws* may be found in Volume 1 of the UU Santa Fe Manual and on the UU Santa Fe website (www.uusantafe.org).

Covenant of Right Relations

All meetings and interactions at UU Santa Fe are governed by the Covenant of Right Relations:

- Treat one another with respect and civility
- Behave with integrity and responsibility
- Cultivate openness and transparency
- Make official decisions through the democratic process

Mission and Goals

Our goals are listed below related to the words of our mission statement:

We nurture hearts and minds, practice beloved community and work for justice.

We nurture hearts and minds,

- To create inclusive worship experiences grounded in our UU principles and identity
- To offer a rich and creative programming for our children, youth and families
- To provide diverse lifelong learning opportunities grounded in UU values for our adults
- To create and maintain welcoming small group ministries for personal growth, exploration and support

Practice beloved community,

- To create a social, physical and virtual environment in which everyone feels welcome, regardless of race, national origin, age, class, religious beliefs or sexual orientation
- To celebrate and strengthen an open and inclusive community in Sunday gatherings
- To encourage service, collaboration and leadership in our Community and beyond

And work for justice.

- To respect cultural, religious and political differences and provide inclusive opportunities for dialog and discussion
- To keep our membership engaged on important justice issues
- To make our convictions on local and global justice issues visible and potent
- To collaborate with other groups that share our goals

In order that we may live our mission, we commit:

- To provide staff and ministerial support appropriate to our goals
- To provide a sound physical facility and virtual platforms to support our work
- To personally invest in the life of the Community, its mission, and its finances

Approved by the Board of Trustees and Program Council, 2014-04-23

Updated by the Board of Trustees and Program Council, 2020-11-25

Updated by the Board of Trustees and Program Council, 2021-06-22

UU Santa Fe Organization

The chart on page 5 shows the organization of UU Santa Fe. Information that follows in this volume of the UU Santa Fe Manual elaborates on each box in the organizational chart.

The Board of Trustees

The Board of Trustees is UU Santa Fe's governing body. Specifics concerning it are contained in the *Bylaws* (UU Santa Fe Manual, Volume 1, particularly Article VIII). Overall, the Board is business focused and addresses finances, policy and leadership, oversees ministerial relations and ensures that UU Santa Fe's business processes run smoothly.

Reporting to the Board are Finance, Operations, Leadership and Board-chartered task forces.

The Board of Trustees may charter temporary groups (e.g., Task Forces) to work on special projects (e.g., *Bylaws* revision). The policy governing these groups may be found in Appendix A.

The Minister

The Minister and UU Santa Fe share responsibility for the leadership and ministry of the UU Santa Fe community. Achievement and maintenance of this collaborative relationship must likewise be shared.

UU Santa Fe looks to its Minister for spiritual leadership and initiative, for assistance in setting and articulating its vision, and for professional and inspired performance and oversight of the Community's programs in collaboration with the Board of Trustees and UU Santa Fe's committees.

The Minister, in consultation with the Personnel Committee and other appropriate committees, will appoint, supervise and dismiss any and all employees of UU Santa Fe. Pastoral support is also provided by the Minister.

Program Council

The Program Council, together with the Minister, is mission focused and acts as the program development and management arm of UU Santa Fe. The Program Council may create its own initiatives consistent with the mission and within budgetary guidelines.

The Program Council consists of the Vice-President of the Board as chair plus the Team Lead(s) or representatives of each team. Teams consist of committees or groups with a shared purpose: Community Life, Program Ministry, Justice and Worship.

Bylaws-Designated UU Santa Fe Committees

Several UU Santa Fe Committees are established to report directly to the UU Santa Fe Community. These include: The Financial Review Committee, Nominating Committee and Permanent Endowment Committee. The Ministerial Search Committee, when one is established, also reports directly to the UU Santa Fe Community.

The decisions of these committees should not be influenced by the Board, Minister or other groups. At the same time, it is expected that these committees collaborate with, and provide periodic reports to, the Board and Minister. This expectation is congruent with our belief that ministry and leadership are shared responsibilities among the entire leadership group.

Affiliated Entities

While not part of UU Santa Fe, affiliated entities further our mission and offer opportunities for Community involvement (p. 19).

These include -the Freethinker's Forum, the Secular Alliance Discussion Group and the Unitarian Universalist Women's Fellowship.

UU Santa Fe Organization

Note that there are close working relationships among the entities shown below, who work collaboratively for the benefit of UU Santa Fe.

UU Santa Fe			
<i>Board led Enterprise focused Committees enable the work of the mission</i>	<i>Minister led Staff focused Staff supports UU Santa Fe community</i>	<i>Minister & Program Council led Mission focused Teams produce the work of the mission</i>	<i>Bylaws designated Independent Committees and Affiliated Groups</i>
Board (Committees)	Minister (Staff)	Program Council (Teams)	Financial Review Ministerial Search Nominating Permanent Endowment
Finance Finance Stewardship	Staff Bookkeeper Music Director Office Administrator Program Ministry	Ministry Bridges Pastoral Care Worship	Affiliated Groups UU Women's Fellowship Free Thinker's Forum Secular Alliance Discussion Group
Operations Communications & Technology Facilities Personnel		Learning Adult Learning Family Program Library	
Leadership Leadership Council Nominating Committee		Community Care Teams Community Life Membership and Hospitality	
Safety Child Safety Congregational Safety Resource Team		Justice Justice Council Justice Issue Teams	

The Board of Trustees

The Board holds regular monthly meetings that are open to the membership. It is responsible for Finance, Operations, Leadership and the establishment and oversight of Board-chartered task forces.

Finance Committee (Board)

Purpose. The Finance Committee is established by the VP for Finance and has overall responsibility for the yearly pledge campaign, other fundraising, preparation of draft budgets for Board consideration and may assist in other policy or financial matters. The group and its committees work closely with the Bookkeeper, Board and Program Council Team Leads. The Finance Committee reports to the Board through the VP for Finance.

Activities. The Committee works with the VP for Finance on the following:

- Prepare an annual budget that appropriately reflects the financial needs of UU Santa Fe subject to its resources. Consult broadly within the budget process and hold public meetings on the proposed budget. Present the draft budget to the Board. Prepare final budget for Board and voting member approval.
- Manage the annual stewardship campaign.
- Identify annual fundraising opportunities, schedule them and appoint chair(s) to manage them.
- Work with the Permanent Endowment Committee to coordinate year-round stewardship activities.
- Assist in development of financial procedures and policies.
- Review risk management, particularly as it related to financial activities (e.g., insurance, bookkeeping procedures).

Committees. Finance works as a committee of the whole and may create task forces, subcommittees or chair(s) for specific activities to accomplish their work.

Pertinent Policies. UU Santa Fe Bylaws (see UU Santa Fe Manual, Volume 1); UU Santa Fe Financial Management Policy (see UU Santa Fe Manual, Volume 3c)

Leadership Council (Board)

Purpose. The purpose of the Leadership Council is two-fold: first, to develop and nurture the long-term health and vitality of the Community's leadership pool; and, second, to develop, nurture, and maintain UU Santa Fe's relationships with the UUA, the Pacific Western Region and the UUSC. The Leadership Council is responsible for coordinating these development and support activities which are a joint responsibility of the Board, Committees and staff.

Activities:

- Identify current and developing leaders and communicate with them regarding leadership opportunities, both internal and external.

- Support the Nominating Committee in identifying Community member nominees to elected/appointed offices and other such positions as UU Santa Fe designates in its bylaws or policies.
- Serve as the liaison with the UUSC and solicit Community support for UUSC initiatives through letter writing, fund raising and other programs.
- Serve as the liaison with the Pacific Western Region and publicize regional educational and training opportunities.
- Promote and support attendance at the General Assembly and regional/district events and encourage conversation about issues coming before the General Assembly.
- Report to the Board of Trustees on a periodic basis on activities.

Pertinent Policies. None.

Organization. The Leadership Council consists of a coordinator, plus representatives from each of the following: Board of Trustees, Nominating Committee and Program Council. The activities described above may be performed by the coordinator, other Leadership Council members or Community volunteers. The Council shall meet at least twice a year to plan and execute their activities.

Operations (Board)

Purpose. Operations (OPS) includes three committees and representatives from the Board and staff, who work closely with each other and with program teams/committees to provide the infrastructure needed to carry out the mission and goals of UU Santa Fe.

Committees.

- Communications and Technology Committee
- Facilities Committee
- Personnel Committee

Communications and Technology Committee (Operations)

Purpose. The Communications and Technology Committee, working with appropriate staff or volunteers, guides the dissemination of information about UU Santa Fe both internally and externally and maintains and enhances UU Santa Fe’s technical environment.

Pertinent Policies. UU Santa Fe Communications Policy (see UU Santa Fe Manual, Volume 3a); UU Santa Fe Facilities Policy (see UU Santa Fe Manual, Volume 3b)

Organization and Qualifications. Any UU Santa Fe member is welcome to join the committee. Communications members need the ability to develop a communications strategy (e.g., audiences, messages and media), practical experience with media options (or the capacity to learn), written/oral communication skills and good team skills. Technology members should have a working knowledge of current technology options and the ability to communicate with staff and leadership about features and operations of UU Santa Fe systems.

Communications Functions. The committee seeks to keep our community apprised of UU Santa Fe events and activities and to inform the larger community about UU Santa Fe and Unitarian Universalism. Committee members advise on:

- Newsletters
- Website and social media
- Photographs and videos of congregants and activities, their production and distribution
- Videos of sermons for distribution
- UU Santa Fe brochures
- Articles and announcements for local news media
- Logos and style guidelines for all publications and documents
- Copyright and legal issues and copyediting guidance
- Adoption of new media formats as needed

Technology Functions. Committee members are responsible for the technology resources necessary to meet the needs of the UU staff and Community. They are also responsible for the security of the office network and online media.

Committee members:

- Establish technology standards as appropriate.
- Maintain procedures and documentation to support their work.
- Provide maintenance, tech support and training for all systems including computers, software, AV equipment, wired and wireless networking and connections between various components of social media and interoffice platforms.
- Provide oversight of outside contractors when needed.
- Keep an inventory and assessment of all systems and make recommendations to Operations and the Finance Committee for upgrades and replacements.
- Perform an annual security review to include firewalls, password security, etc. and recommendations to OPS for enhancing security.

Facilities Committee (Operations)

Purpose. The Facilities Committee works with staff and volunteers to ensure that the building and grounds are maintained in a manner that protects and enhances the value of the property. The Committee helps program teams create functional spaces that support and enhance the activities of the Community. It ensures that the property meets pertinent safety requirements and advises OPS about opportunities to address ADA safety and security needs. The Committee assesses the financial requirements of meeting these obligations and communicate this information to the Finance group.

Pertinent Policies. UU Santa Fe Facilities Policy (see UU Santa Fe Manual, Volume 3b)

Activities.

- Recommend facilities policies to the Board of Trustees.
- Assist in coordinating maintenance and improvement work.
- Provide annual inspection of property, with an eye to major aspects such as roofing, exterior building condition and grounds. Communicate results of the inspection to the Board and staff.

- Provide long-range planning to include cyclical replacement/repair of major items such as roofing, heating/cooling (HVAC), parking surface and other major equipment.
- Participate in long-range planning concerning the ability of the property to meet the needs of the UU Santa Fe Community.
- Develop or coordinate development of requests for proposals for major projects
- Organize periodic volunteer workdays to maintain the facilities (e.g., spring cleaning, grounds cleanup).

Organization and Qualifications. Any member is welcome to join the committee; the Committee chair is selected by the Committee members. Skill sets needed in the Facilities Committee include a background and experience in building and grounds maintenance, the ability to coordinate with staff and volunteers and availability of time.

Personnel Committee (Operations)

Purpose. The Personnel Committee is a resource for staff, providing direction, support and consistency in the development and implementation of personnel policies. The committee fosters a healthy work relationship among and with the staff of UU Santa Fe.

Pertinent Policies. UU Santa Fe Personnel Policy (see UU Santa Fe Manual, Volume 3d), UU Santa Fe Communications Policy (see UU Santa Fe Manual, Volume 3a)

Activities. The committee is responsible for:

- Updating personnel policies
- Preparing and updating job descriptions
- Making recommendations regarding staffing and budget to Minister, Board or Finance Team as needed
- Advertising for staff openings
- Overseeing the interview process and making a recommendation to the Board for hire
- Designating a committee member to meet with Operations monthly to provide input on personnel-related matters

Upon request, the Committee offers support for the staff and Community for other UU Santa Fe personnel issues.

Organization and Qualifications. The chair is selected from the membership. Committee members should have solid knowledge of current employment practices and human resources and/or business management experience. Confidentiality in working with personnel issues and records is essential.

The Minister

Chief of Staff Role

The Minister has full supervisory responsibility and authority for appointing, supervising and dismissing all UU Santa Fe employees. The Minister is aided in this role by the Personnel Committee.

Current staff include:

- **Program Ministry.** Responsible for leading our family ministry and adult learning programs, facilitating small groups and supporting our social justice teams.
- **Music Director.** Responsible for providing and overseeing the music performances for the Sunday services, playing piano for services and accompanying most of the many soloists and groups that perform.
- **Office Administrator.** Responsible for receptionist functions, maintaining member records, preparing the order of service each week, publishing member directories and a host of general office functions.
- **Bookkeeper.** Responsible for maintaining UU Santa Fe's financial records, paying bills and support stewardship and Program Council financial activities.

Pastoral Ministry

A large part of the Minister's role is providing support for UU Santa Fe members who need assistance with a variety of personal concerns. The Minister is aided in these activities by the Bridges Pastoral Care Team and the Care Teams (see p. 10).

Bridges Pastoral Care Team (Pastoral Ministry)

Purpose. To provide skilled and sensitive pastoral support to members of UU Santa Fe under the direction of the Minister.

Activities. Meet once per month with the Minister to discuss pastoral needs of the Community. Make phone calls, hospital visits and other one-on-one contact with members who require pastoral support. Become familiar with community resources, such as hospice, crisis response and the Santa Fe Recovery Center and gain skills in providing appropriate support. Refer members to the Care Teams as appropriate.

Pertinent Policies. All members of the Bridges team report directly to the Minister. All work within the Bridges Team is held in confidence by the members. Members commit to a one-year term when joining the team.

Organization. A team of five or more members of UU Santa Fe under the leadership and direct supervision of the Minister, chosen by the Minister for their ability to collaborate within the team, respect boundaries of confidentiality and provide appropriate levels of psycho-emotional support to members when needed.

Worship and Other Ministries

Worship. The Minister, in conjunction with the Worship Team and the music staff, is responsible for providing thoughtful and inspiring worship services grounded in our Unitarian Universalist principles, sources and history. On occasions when the Minister is away, members of the Worship Team are responsible for planning and hosting the services (for more information, see Worship Team, p. 14).

Interfaith Leadership Alliance (ILA) Liaison. The Unitarian Universalists of Santa Fe is a member of ILA. The Minister is a member and participates with the ILA in such roles as may be requested. The ILA meets once a month 11 months a year.

Community Outreach. The Minister represents both self and UU Santa Fe in public witness and community outreach and may speak for UU Santa Fe when there is a broad Community consensus. When the Community's perspective has not been articulated the Minister must be clear in speaking for as an individual (see Communications Policy, Volume 3a).

Teaching. The Minister supports the Lifelong Learning program in planning and offering programming for lifelong learning for all ages. (See Program Ministry, p. 13.)

Denominational Engagement. The Minister shall be a member of the UUMA nationally and in the MDD district/Pacific NW region and shall participate in denominational activities as time and Community priorities suggest.

Program Council

Purpose: The Program Council coordinates the UU Santa Fe programs that deepen spiritual growth, support the exploration of Unitarian Universalist principles and sources, contribute to the community life of UU Santa Fe and organizes our justice-making initiatives. The Minister and staff providing program ministry services support the activities of this Council.

Activities:

- There are currently four Teams, each described in the sections below:
 - Community Life (activities that nurture friends and members, provide opportunities for deepening spirituality, and support community gathering),
 - Program Ministry (activities to nurture faith and spirit for children, youth and adults)
 - Justice (activities that take our faith into the community to support justice making)
 - Worship (activities that support worship and reflection)
- Duties and responsibilities of the Council include:
 - Creating initiatives consistent with the mission
 - Proposing the annual program budget
 - Evaluating the programs, setting goals and encouraging volunteers.
 - Requesting action by the Board on matters the Council deems important
 - Reporting to the Board on the activities of the Teams

Organization: Council meetings are attended by team leads, ministerial and program staff and others as needed. The Council may meet monthly but must meet no fewer than six times a year. The Council's decision-making process can be formal or informal and should be clearly understood by all members. Representatives report to the Council on Team activities, participate in joint planning and information sharing with other teams, and communicate Council information to their respective Teams.

The members of each Team select their Team Leads. The Vice President of the Board will inform the Board of the names of selected leaders. Any Team Lead may be removed from office by action of the team that appointed the Team Lead or by the Council after the Team Lead has missed three Council meetings. Any vacancy on the Council will be filled in the manner prescribed in Section 3.

Community Life Team (Program Council)

Membership and Hospitality Committee (Community Life)

Purpose. The Membership and Hospitality Committee is responsible for tending to ongoing connections among UU Santa Fe friends, members and visitors and enhances our Congregation through support of newcomers and potential members, integrating new members into active participation in UU Santa Fe, and encouraging participation of current members in our Community.

Activities. The work of the Membership and Hospitality Committee includes:

- Newcomers/Membership Ministry—maintain Breeze for personal information, visitor follow-up and planning events
- Greeters and welcome table
- Hospitality Ministry—helping coordinate social events when asked

The committee also works closely with the Program Council to create a “culture of welcoming” at UU Santa Fe, where all parts of the organization are committed to making newcomers welcome.

Pertinent Policies. None

Organization. Any friend or member of UU Santa Fe is welcome to join the Team which meets as needed. The team is supported by the Office Administrator. The Team selects one or more UU Santa Fe Members to participate in Program Council meetings and activities. Representatives report to the Council on Team activities, participate in joint planning and information sharing with other teams, and communicate Council information to their Team.

Care Teams (Community Life)

Purpose. To provide a means for all congregants to participate in caring for one another.

Activities. The Care Teams endeavor to meet non-pastoral emergency needs of congregants by providing food (Shrooms), transportation (Zooms) and/or greeting cards (Plumes).

Pertinent Policies. None

Organization. The Caring Ambassador leads the Care Teams; he or she identifies the emergency needs of congregants and contacts the Zooms, Shrooms and/or Plumes lead depending on the situation. They in turn contact their volunteers and report progress back.

The Caring Ambassador meets with the Bridges Pastoral Care Team.

These positions are filled by volunteers.

Program Ministry Team (Program Council)

Purpose. The Program Ministry Team coordinates programs that deepen spiritual growth, support the exploration of Unitarian Universalist principles and sources and contribute to the community life of UU Santa Fe. The Minister and program ministry staff support the activities of this team.

Activities.

- Evaluate the needs of the learning and small group support programs for all ages.
- Establish the goals and objectives of the learning and small group support programs for all ages.
- Determine any necessary policies.
- Create classes and small groups for all ages, recruit and train teachers and facilitators, assist in the selection of curriculum or program materials and arrange the schedule and space needs of the program.
- Establish and maintain the budget for Program Ministry.
- Maintain communication with the UU Santa Fe Community and advocate for the lifelong learning programs.

Pertinent Policy. Rights and Responsibilities of Participants in Family Ministry (available on the website)

Organization. Teams may include: Family Ministry and Adult Learning. Any member of UU Santa Fe is welcome to join these teams. A commitment to lifelong learning is essential; some knowledge of UU Santa Fe and UUA programs is desirable. The Program Ministry Team selects one or more UU Santa Fe Members to participate in Program Council meetings and activities. Representatives report to the Council on Team activities, participate in joint planning and information sharing with other teams, and communicate Council information to their Team.

Justice Council (Program Council)

Purpose. The Justice Council puts Unitarian Universalist values of inclusion, equity, justice and compassion into action. This work is accomplished by task forces and subcommittees.

Activities. The Council achieves its purpose through a combination of education and direct action to inform Community members and friends in areas of justice concerns; to find ways and means to rectify injustices; to sponsor, support and collaborate with groups organized to deal with social and environmental problems; and to develop informed leaders to foster a just and peaceful world.

The Council's programs and activities may focus on a range of topics such as hunger, poverty, immigration reform, violence, the environment, peace and other issues as they emerge in importance. The Council creates, appoints, directs and dissolves sub-committees and issue teams to accomplish its goals.

The Council may be guided by the UUA Justice Statements when speaking publicly to address justice issues.

Organization. The chair(s) or Lead(s) of each justice subcommittee or issue teams are members of the Council. The Justice Council selects one or more UU Santa Fe subcommittee or issue team chairs or leads to participate in Program Council meetings and activities. Representatives report to the Program Council on Justice Council activities, participate in joint planning and information sharing with other teams, and communicate Program Council information to the Justice Council.

Worship Team (Program Council)

Purpose. Worship works with the minister to plan, create and lead UU Santa Fe worship services in the main sanctuary, online and at satellite locations. Membership includes not only volunteers but also the Minister, Music Director and the staff member responsible for Program Ministry.

Activities.

- Help plan and lead worship services
- Create a sacred space for worship, both physical and virtual (chancel, seating, livestreaming)
- Train Worship Associates in liturgical and logistical aspects of worship
- Schedule and train ushers

- Take primary responsibility for services when the minister is out of the pulpit, including those presented by internal UU Santa Fe groups/individuals and those offered by guest speakers and ministers
- Provide content to other teams for promotional materials, videos, orders of service, and advertising
- Host periodic planning meetings open to anyone interested in helping to shape worship

Worship Associate positions are filled by invitation. Those who want to recommend someone to be considered for Worship Associate training should contact the Minister.

Organization. Members of the Worship Team and its Worship Associates must be friends or members of UU Santa Fe. The Team selects one or more UU Santa Fe Worship Team Members to participate in Program Council meetings and activities. Representatives report to the Council on Team activities, participate in joint planning and information sharing with other teams, and communicate Council information to their Team.

Bylaws-Designated UU Santa Fe Committees

This section includes committees established in the *Bylaws* and whose members are elected by UU Santa Fe or appointed by the Board of Trustees. These committees report to the Congregation.

Financial Review Committee (Independent Committee)

Purpose. The Financial Review Committee is responsible for conducting a financial review of UU Santa Fe financial records at least every two years, including the Permanent Endowment Fund. To ensure the integrity of its work, the Financial Review Committee is independent of Finance by conscious design.

Activities. The committee is responsible for the following:

- Conducting the financial review of UU Santa Fe financial records at least every two years, including the Permanent Endowment Fund
- Conducting interim financial reviews when requested by the Board of Trustees
- Reporting the results of the financial review to the Congregation
- Recommending to the Board that a formal audit be done by an external audit firm if the Committee considers such an audit desirable.

Pertinent Policies. UU Santa Fe Bylaws (see UU Santa Fe Manual, Volume 1), UU Santa Fe Financial Management Policy (see UU Santa Fe Manual, Volume 3c), UU Santa Fe Permanent Endowment Committee Handbook (see UU Santa Fe Manual, Volume 3e)

Organization. The chair and members of the Financial Review Committee are elected at the Annual Meeting of UU Santa Fe and must be voting members of the Community. The term of office of the committee chair and members shall be two years, renewable one time. The committee shall have a minimum of three members.

Ministerial Search Committee (Independent Committee)

Purpose. When there is a ministerial vacancy, a Ministerial Search Committee of seven members shall be nominated by the Nominating Committee and elected at a Special Meeting of UU Santa Fe.

Activities. The Committee will follow the guidelines of the UUA found on the Ministerial Transitions page (<https://www.uua.org/careers/ministers/>) of the UUA website. Details of the search process can be found in the Settlement Handbook (<https://www.uua.org/careers/ministers/transitions/settlement-handbook>) and in consultation with the Pacific Western Region Primary Contact (<https://www.uua.org/pacific-western/staff/primary-contacts>).

Organization. All seven elected members shall be voting members of UU Santa Fe and shall have been voting members for at least the twelve consecutive months prior to election. All members serve for the length of the search process.

Nominating Committee (Independent Committee) (Leadership Council)

Purpose. The Nominating Committee nominates a slate of candidates for elected offices to be voted upon by UU Santa Fe at the Annual Meeting of UU Santa Fe and collaborates with the Board of Trustees to find interim replacements for vacant elected positions for appointment by the Board. All nominations are to be made with consideration of the knowledge, experience and skills specific to the job to be done.

Activities. The committee is responsible for:

- Nominating a slate of candidates, including the officers, and members of the Board and members of committees to be elected at the Annual Meeting of UU Santa Fe. The following committees have been designated elected committees:
 - Financial Review Committee
 - Ministerial Search Committee
 - Nominating Committee
 - Permanent Endowment Committee
- Announcing the list of nominees with brief biographies through newsletters and the UU Santa Fe website before the scheduled election
- Suggesting to the Board a replacement for any interim vacancy that occurs on an elected/appointed committee or on the Board
- In addition, the committee may, if requested:
 - Support chairs of non-elected committees in selection of members
 - Support the Program Council in leadership development activities

Pertinent Policies. UU Santa Fe Bylaws (see UU Santa Fe Manual, Volume 1)

Organization. All members shall be voting members of UU Santa Fe and shall have been voting members for at least the twelve consecutive months prior to election. The committee shall have a minimum of five members.

Permanent Endowment Committee (Independent Committee)

Purpose. The Committee has broad responsibility for managing the Permanent Endowment Fund, and for supporting planned and legacy giving at UU Santa Fe. Goals include:

- Increasing the Congregation's Permanent Endowment Fund
- Determining the annual distribution amount available to the Board of Trustees based on the PEF/PEF Handbook
- Educating UU Santa Fe about opportunities for planned giving to the endowment, the operating fund or any capital campaign
- Motivating members to contribute to legacy and planned giving programs

- Collaborating with the Finance Committee to coordinate stewardship campaigns for both the general funds and the Permanent Endowment Fund

Activities. The committee:

- Invests all funds donated through the UUA Common Endowment Fund
- Determines the annual distribution of funds to the Board of Trustees
- Encourages legacy giving and annual giving and tributes to the Fund.

Pertinent Policies. See UU Santa Fe *Bylaws* (see UU Santa Fe Manual, Volume 1) and UU Santa Fe Permanent Endowment Committee/Permanent Endowment Fund Handbook (UU Santa Fe Manual, Volume 3e).

Organization. The chair and members of the Permanent Endowment Committee are elected at the annual Meeting of UU Santa Fe and must be voting members of the Community. The committee shall have a minimum of four members. The term of office of the committee chair and members shall be two years, renewable one time. A PEC member serves as an *ex officio* member of the Finance Team.

Affiliated Entities

The Freethinker's Forum

The Forum is a humanist discussion group that meets monthly. It is affiliated with the UU Humanist Association.

The Secular Alliance Discussion Group

The Secular Alliance is open to the community and meets monthly to discuss collaboratively chosen topics, work together on social activism projects and share in a supportive community.

Unitarian Universalist Women's Fellowship (UUWF)

The Unitarian Universalist Women's Fellowship (UUWF) of Santa Fe is a community of women affiliated with UU Santa Fe. UUWF seeks to enrich the lives of its members and the lives of the women and children of Santa Fe through fellowship and fundraising programs. UUWF sponsored activities are open to all women regardless of whether they are a member of UU Santa Fe or UUWF.

UUWF is governed by a Steering Committee comprising the following positions: a President/Retreat Administrator; Secretary; Program Chair; Treasurer and Membership/Electronic Communications Manager; Hospitality Chair; and a Retreat Program Chair when necessary. The Steering Committee policies and procedures are found in the UUWF Steering Committee Charter.

UUWF programs include monthly Saturday presentations and luncheons, an annual retreat and a book group. Other groups, such as a play-reading group have been offered. UUWF donates funds annually to non-profits serving women and children in the Santa Fe area, offers a scholarship program for retreat attendees, and participates in honoring exemplary UUWF members through the national Clara Barton Sisterhood recognition program.

Appendix A: UU Santa Fe Task Force Policy

Purpose. This policy governs the establishment of UU Santa Fe task forces under non-emergency conditions. These task forces may be chartered by either the Board of Trustees or the Program Council.

Scope. The policy covers all task forces.

Policy. Before beginning work a task force must be chartered by the Board or by the Program Council. A draft charter is prepared for Board or Program Council approval, following a standard template that specifies:

- Proposed task force name
- Mission and purpose
- Duties, responsibilities and proposed timeframe
- Task force membership
- Task force organization
- Budget requirements
- Reporting schedule to the Board or Program Council

The Board or Program Council will review the document, may interview the members of the proposed group and take whatever other steps are necessary to thoroughly understand the group's particulars before taking action on the request for charter. This action may be to approve the charter, send the document back for more work by the requesting group, disapprove the charter or any other action within the scope of the Board's or Program Council's duties and powers as set forth in the *Bylaws* and other parts of the UU Santa Fe Manual. In no case may the members of the proposed group begin work until their charter is approved.

Upon approving a charter or addendum to a charter by the Board or Program Council, the Secretary of the Board will cause the charter or addendum to be posted on the members only page of the website and in the electronic archives.

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