



UNITARIAN UNIVERSALISTS OF SANTA FE

UU Santa Fe Manual

Mission, Goals, Organization and Committees

Version 3.0

Approved by Board of Trustees March 28, 2019

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

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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 Universalist Congregation were revised by UU Santa Fe on May 27, 2018.

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

Practice beloved community,

- To create a social and physical environment in which all comers feel welcome, regardless of race, age, class or sexual orientation
- To celebrate and strengthen community in Sunday worship

- To encourage service, collaboration and leadership in our congregation and beyond

And work for justice.

- To respect religious and political differences and provide 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 in which our work may be accomplished
- To personally invest in the life of the congregation, its mission, and its finances

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

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 VII). Overall the Board is business focused and addresses finances, policy and leadership, as well as ensuring 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 (i.e., 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 Congregation. 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 Congregation's programs in collaboration with the Board of Trustees and UU Santa Fe's committees.

The Minister serves as chief of staff for UU Santa Fe's employees, with full responsibility for hiring, supervision, etc.

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 the UU Santa Fe, carrying out actions and programs as authorized or directed by the Board. 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 of each team. Teams consist of committees or groups with a shared purpose: Ministry, Learning, Community Life and Justice.

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.

It is intended that the decisions of these committees 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 congregational involvement (p. 20).

These include the Unitarian Universalist Women's Fellowship and the Unitarian Universalist Service Committee Liaison.

UU Santa Fe Organization

Congregation			
Board led Business focused	Minister led Staff focused	Minister & Program Council led Mission focused	
Committees enable the work of the mission	Staff supports UU Santa Fe community	Teams produce the work of the mission	
Board (Committees)	Minister (Staff)	Program Council (Teams)	Bylaws designated UU Santa Fe committees Financial Review Ministerial Search Nominating Permanent Endowment
Finance Stewardship	Staff Bookkeeper Community Life Development Music Director Office Administrator	Ministry Bridges Pastoral Care Worship	Affiliated Entities UU Women's Fellowship UUSC Liaison
Operations Communications Facilities Personnel Technology		Learning Adult Learning Family Ministry Library	
Leadership Denomination Connections Leadership Development		Community Care Teams Membership Hospitality	
Task Forces (intermittent) Child Safety Congregational Safety		Justice Social Justice Steering Social Justice Issue	

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 (Board)

Purpose. The Finance group is established by the VP for Finance and has responsibility for the yearly pledge campaign, other fundraising, preparation of draft budgets for Board consideration and monitoring of Permanent Endowment activities. The group and its committees work closely with the Bookkeeper, Board and Program Council Team Leads. The Finance Team reports to the Board.

Activities.

- 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.
- Monitor Permanent Endowment Fund activities via monthly financial reports from the Bookkeeper.

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

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

Leadership Development Committee (Board)

Purpose. The purpose of the Leadership Development Committee is to nurture the long-term health and vitality of the congregation's leadership pool.

Activities.

- Sponsor leadership education of a nature and frequency determined by church needs and resources. These opportunities should focus on the qualities of good leadership and the development of competencies.
- Promote external training opportunities and encourage the participation of UU Santa Fe members at such events, while helping to secure and assign material resources to help underwrite the cost.

- Lead a basic orientation of new elected/appointed leaders to provide an overview of its ministries and programs, policies and procedures; and equip them with the basic tools necessary for the positions to which they have been called to serve.
- Through the Nominating Committee, assume responsibility for nominating members of UU Santa Fe to elected/appointed offices and such other positions as UU Santa Fe may designate in its bylaws or policies.

Organization. Leadership Development includes two committees: Denominational Connections and Nominating Committee (see p. 18).

Leadership Development selects a voting member to serve on the Program Council for a two-year term, with a maximum of four consecutive years of service.

Denominational Connections Committee (Leadership Development)

Purpose. Denominational Connections encourages congregational participation in activities and projects at district and continental levels of the Unitarian Universalist denomination and increases awareness of district and denominational issues within the community.

Activities. The committee is responsible for:

- Promoting and supporting attendance at General Assembly, regional and district events
- Encouraging conversation about issues coming before the General Assembly
- Publicizing district-sponsored workshops
- Serving as the link between UU Santa Fe and the district/region/denomination

Pertinent Policies. None.

Organization. Any member of UU Santa Fe is welcome to join the committee.

Operations (Board)

Purpose. Operations (OPS) includes four 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 Committee
- Facilities Committee
- Personnel Committee
- Technology Committee

Communications Committee (Operations)

Purpose. The Communications Committee, working with appropriate staff or volunteers, guides the dissemination of information about UU Santa Fe both internally and externally. It 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.

Activities. The committee advises on the following:

- 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
- Adaptation of new media formats as needed

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

Organization and Qualifications. Any UU Santa Fe member is welcome to join the committee. 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. The chair is selected from the membership.

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 protect and enhances the value of the property. The Committee helps program teams create functional spaces that support and enhance the activities of the congregation. It ensures that the property meets all safety requirements and advises OPS about opportunities to address ADA and safety and security needs. The Committee will also assess 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
- Provide annual inspection of property, with an eye to major aspects such as roofing. 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, 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
- Organize periodic volunteer work days 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
- The preparation and updating of 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
- Meeting with Operations monthly to provide input on personnel-related matters

Upon request, the committee offers support for the staff and congregation for all 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.

Technology Committee (Operations)

Purpose. The Technology Committee is responsible for the technology resources necessary to meet the needs of the UU Santa Fe staff and community. The Committee is also responsible for the security of the office network and online media.

Activities.

- 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
- Annual inventory and assessment of all systems and recommendations to Finance Team for upgrades and replacements
- Annual security review to include firewalls, password security, etc. and recommendations to OPS for enhancing security

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 member is welcome to join the committee. Committee members should have a working knowledge of current technology options and the ability to communicate with non-technology staff and leadership about features and operations of UU Santa Fe systems.

The Minister

Chief of Staff Role

The minister has full supervisory responsibility and authority for hiring and firing of all UU Santa Fe employees. She is aided in this role by the Personnel Committee.

Current staff include:

- **Community Life Development.** 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. 15).

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 minister to discuss pastoral needs of congregation. 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. 15).

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 herself and UU Santa Fe in public witness and community outreach and may speak for UU Santa Fe when there is a broad congregational consensus (as in supporting marriage equality). When the congregation's perspective has not been articulated the Minister must be clear she is speaking for herself (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 Lifelong Learning, p. 14.)

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 congregational priorities suggest.

Program Council

The Program Council, the program arm of UU Santa Fe, consists of four teams, some with associated committees, teams or workgroups.

Duties and responsibilities of the Council include:

- Acting as the program operational arm of the Community, carrying out actions and programs as authorized or directed by the Board
- Creating initiatives consistent with the mission and within budgetary guidelines
- Ensuring and supporting the effective functioning of the teams and the committees of which they are composed
- Proposing the annual program budget, structured by teams
- Advising the Board when requested by the Board
- Requesting action by the Board on matters the Council deems important
- Reporting annually to the Board on the programs of the Community
- Creating, appointing, directing and dismissing subordinate teams and task forces in order to accomplish its duties

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.

There are currently four teams, each described in the sections below:

- Community Life (activities that nurture friends and members)
- Lifelong Learning (activities to nurture faith and spirit)
- Justice (activities that take our faith into the community)
- Worship (activities that support worship)

Meetings are attended by team leads, a Leadership Development representative 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. It is important to the health of the Council, as well as to the outcome of its work, that everyone know when a decision has been made and what that decision was. The minutes of meetings can clarify what previous decisions were made, and they provide the institutional history for the future.

Teams work together in ministry to UU Santa Fe and to fulfill the overall vision and mission of our community. UU Santa Fe members interact with UU Santa Fe governance primarily through involvement with Teams and their associated activities.

Lifelong Learning Team (Program Council)

Purpose. The Lifelong Learning 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 staff providing Community Life Development services support the activities of this team.

Activities.

- Evaluate the needs of the Lifelong Learning program for all ages
- Establish the goals and objectives of the Lifelong Learning program 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 Lifelong Learning
- 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; Youth 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 Lifelong Learning programs are desirable. The Lifelong Learning Team selects a voting member of UU Santa Fe to serve on the Program Council. The selected team leader commits to attend all Program Council meetings.

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 our Congregation, and encouraging participation of current members in our congregational community.

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

- Newcomers/Membership Ministry – maintain Breeze for contact, 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. UU Santa Fe Bylaws (see UU Santa Fe Manual, Volume 1)

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.

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.

Social Justice Team (Program Council)

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

Activities. The Team achieves its purpose through a combination of education and direct action to inform congregational members and friends in areas of social concern; to find ways and means to rectify social 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 Team's programs and activities may focus on a range of topics such as hunger, poverty, immigration reform, the environment, peace and other issues as they emerge in importance. The Team creates, appoints, directs and dissolves sub-committees and issue teams in order to accomplish its goals.

Organization. Any member of UU Santa Fe is welcome to join the Team. The Social Justice Team selects a voting member of UU Santa Fe to serve on the Program Council for a two-year term, with a maximum of four consecutive years of service.

Worship Team (Program Council)

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

Activities.

- Help plan and lead worship services
- Create a sacred space for worship (chancel, seating)
- 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 outside 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 a voting member of UU Santa Fe to serve on the Program Council for a two-year term, with a maximum of four consecutive years of service.

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 an annual financial review of UU Santa Fe financial records, 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 annual financial review of UU Santa Fe financial records, 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 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 congregation. 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 shall be nominated by the Nominating Committee and elected at a Special Meeting of UU Santa Fe.

Activities. The Committee will follow the guidelines in the Settlement Handbook and the Resource Guide from the UUA and consultation with the Mountain Desert District (MDD) Ministerial Settlement Representative.

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 Development Committee)

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 and Personnel 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 three members.

Permanent Endowment Committee (Independent Committee)

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

- Increasing the Congregation's Permanent Endowment Fund
- Facilitating the awarding of grants if money is available
- 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 Team to coordinate stewardship campaigns for both the general funds and the Permanent Endowment Fund
- Advising the Finance Team and other UU Santa Fe members as to whether projects fit the criteria for a Permanent Endowment Fund grant

Activities. The committee administers all funds donated through an account known as the Permanent Endowment Fund.

When funds are available, the committee solicits proposals for grants from the UU Santa Fe community, Board and Program Council for projects that would benefit UU Santa Fe and selects recipients of these grants. The projects recommended by the committee are then brought to a Meeting of UU Santa Fe for approval.

Pertinent Policies. The purpose of the Permanent Endowment Fund is to enhance the mission of the UU Santa Fe apart from the general operating funds of the Congregation; no portion of the principal of the PEF or income generated by it shall be used for the annual operating expenses of the Congregation. See UU Santa Fe Bylaws (see UU Santa Fe Manual, Volume 1) and UU Santa Fe Permanent Endowment Committee 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 congregation. The committee shall have a minimum of three 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

Unitarian Universalist Service Committee

The UU Santa Fe UU Service Committee liaison is responsible for:

- Informing UU Santa Fe of UUSC activities
- Soliciting congregational support for UUSC initiatives through letter writing, fund collections and other programs

Unitarian Universalist Women's Fellowship (UUWF)

UUWF was formed in 1963 through consolidation of the Association of Universalist Women (founded in 1869) and the Alliance of Unitarian Women (1890). UUWF is an independent nonprofit, 501(c) (3) corporation and one of three associate member organizations of the Unitarian Universalist Association. UUWF-Santa Fe is associated with UU Santa Fe but is not a committee.

Purpose. UUWF-Santa Fe is a covenantal membership organization that advances equity and justice for women through education and advocacy.

- We affirm the inherent value of each woman within our community
- We affirm the importance of women's voices in our religious quest
- We link hearts and minds in service of women's truths
- We pledge action against the religious roots of sexism
- We pledge to support the diversity of religious feminisms
- We work to raise consciousness of the linked nature of oppressions
- We seek justice for all women in the struggle to transform institutions of oppression
- We highlight and celebrate women's achievements—past, present and future

UUWF-Santa Fe does not participate in the governance of UU Santa Fe. We provide a membership organization for women.

Organization. Members pay dues to support the work of the local and national organization. Membership is open to all women, whether or not they are members of UU Santa Fe. The UUWF is governed through a volunteer Steering Committee, which includes a President, Secretary, Treasurer, Publicity Chair, Membership Chair, Hospitality Co-chairs and Program Co-chairs. Terms are for one year, and volunteers are solicited for open positions in the following year. The Steering Committee meets once a month and is open to resolving any problem. The secretary takes minutes at the Steering Committee meetings and the treasurer keeps records of the UUWF bank account and donations. These are available upon request by members.

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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