

Volume

2

UNITARIAN UNIVERSALIST CONGREGATION OF
SANTA FE

Congregational Manual

Mission, Goals, Organization, and Committees

Version 2

Approved by Board of Trustees September 17, 2015

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 Bylaws changes, Relational Support Service, Ad Hoc Operational Groups policy, and Congregational 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 Bylaws revisions, including re-numbering of volumes 1 and 2.

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Introduction

This volume of the Congregational Manual describes how UUSantaFe 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 the Congregation on May 31, 2015.

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

Covenant of Right Relations

All meetings and interactions at UUSantaFe 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 faith development 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 and Congregational Council, 2014-04-23

UUSantaFe Organization

The chart on the next page shows the organization of UUSantaFe. Information that follows in this volume of the Congregational Manual elaborates on each box in the organizational chart.

The Minister

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

The Congregation 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 the Congregation's committees.

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

Pastoral support is also provided by the Minister.

The Board of Trustees

The Board of Trustees (Board) is UUSantaFe's governing body. Specifics concerning it are contained in the *Bylaws* in Volume 1, particularly Articles VI and VII. Overall the Board is responsible for the policies and financial health of the organization.

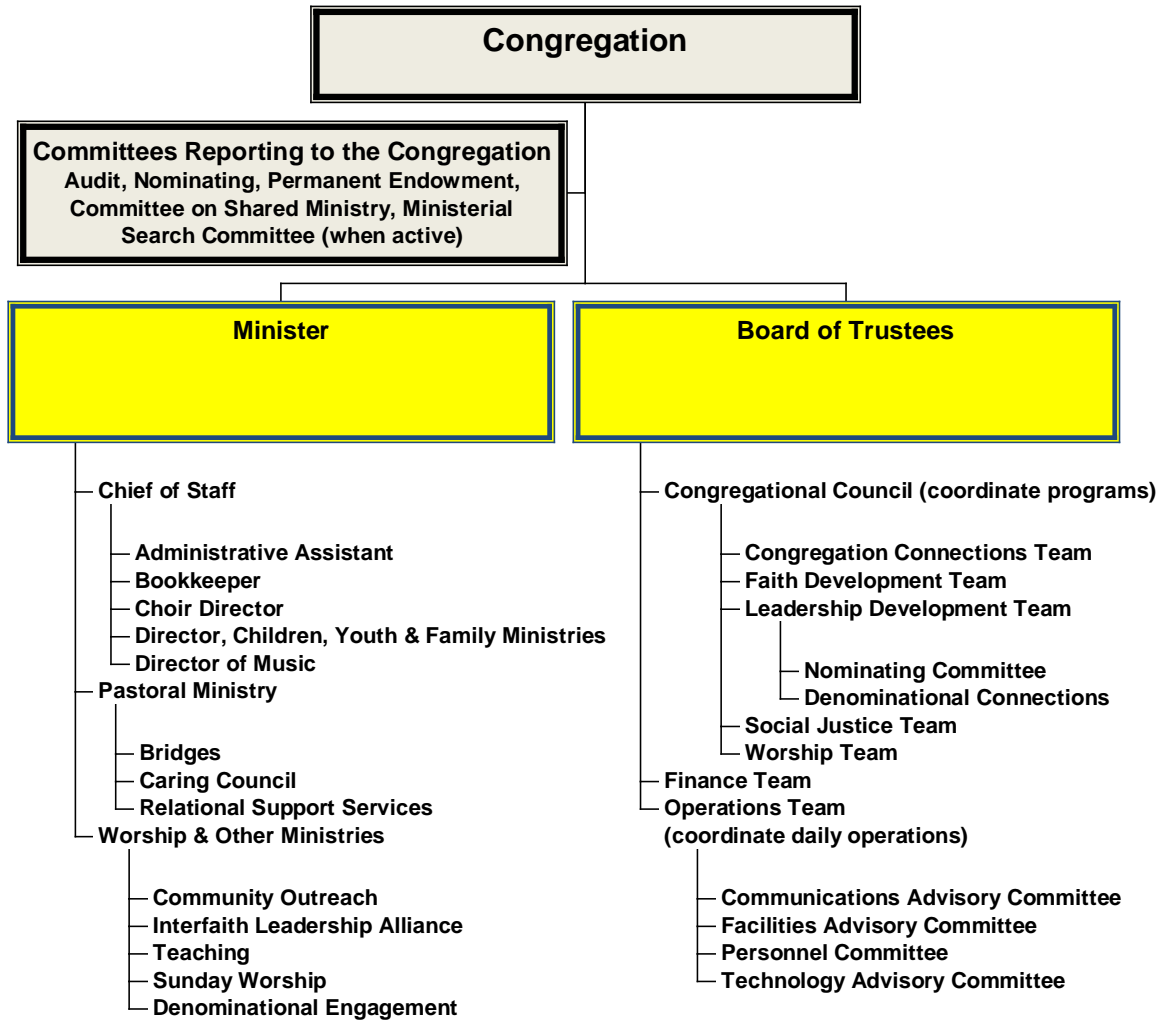
Reporting to the Board is the Congregational Council and the Finance Team.

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

Congregational Council

The Congregational Council is a standing committee of the Board that acts as the program development and management arm of the Congregation, carrying out actions and programs as authorized or directed by the Board.

The Congregational Council consists of the Vice-President of the Board as chair plus one leader from each Team established as authorized in Article VII, Section 1, a of the *Bylaws*. Teams consist of committees or groups with a shared purpose.



Affiliated Organizations: Unitarian Universalist Women’s Federation, Unitarian Universalist Service Committee Liaison

Independent Elected/Appointed Committees

Several UUSantaFe Committees are established to report directly to the Congregation. These include: the Audit Committee, Committee on Shared Ministry, Nominating Committee, and Permanent Endowment Committee. The Ministerial Search Committee, when one is established, also reports directly to the Congregation.

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 Groups

While not part of UUSantaFe, affiliated groups further our mission and offer opportunities for congregational involvement (page 25).

The Minister

Chief of Staff Role

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

Personnel Committee

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 UUSantaFe.

Pertinent Policies.

- UUSantaFe Personnel Policy (see Volume 3d)
- UUSantaFe Communications Policy (see 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.
- Meets with the Operations Team 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, human resources, and/or business management experience. Confidentiality in working with personnel issues and records is essential.

Pastoral Ministry

A large part of the Minister's role is providing support for Congregation members who need assistance with a variety of personal concerns. The Minister is aided in these activities by the Bridges Pastoral Care Team, Caring Council, and Relational Support Service.

Bridges Pastoral Care Team (Pastoral Ministry)

Purpose. To provide skilled and sensitive pastoral support to members of the congregation 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.

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 5 or more members of the congregation 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.

Caring Council (Pastoral Ministry)

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

Activities. The Caring Council endeavors to meet non-pastoral emergency needs of congregants by providing food, transportation, and/or greeting cards.

Pertinent Policies.

- UUSantaFe Communications Policy (see Volume 3a)

Organization. The Caring Ambassador leads the Caring Council. The Caring Ambassador identifies the emergency needs of congregants and contacts the Car Czars, Casserole Executives, and/or Card Specialist 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.

Relational Support Service

Purpose. Recognizing that in any group of people, different ideas and ways of experiencing the world can sometimes lead to misunderstandings and difficulties in communication, the purpose of the Relational Support Service (RSS) is to assist in clarifying issues and resolving differences among and between congregants.

Activities. The Relational Support Service (RSS) endeavors to:

- Facilitate fruitful, constructive dialogue among or between members

- Help people come together to resolve differences
- Foster constructive conversation
- Help people feel safe in expressing their concerns
- Help members bring their best selves to bear on an issue

Pertinent Policies.

- Any congregant can bring a concern to any member of the RSS.
- A violation of the Covenant of Right Relations in a group setting can be referred to the RSS by a concerned congregant.
- A member can request assistance in addressing a hurtful, disrespectful interchange witnessed by the member.
- A matter can be referred to the RSS by the COSM, the minister or other church leader.
- Any congregation-wide situations involving the workings of the congregation are the province of the COSM. Any question as to which entity should address a situation will be resolved by close consultation between RSS and COSM and the minister.
- Confidentiality is considered an inviolable pact within the RSS and between the RSS and any congregant who speaks with it.

Organization. As with the Caring Council and Bridges, the RSS is considered a pastoral function under the minister. Members are recruited according to criteria established by the RSS and with the aid and advice of the minister. Two of the criteria are: a background in counseling and/or mediation; “natural helpers” who have the trust of the congregation.

Worship and Other Ministries

Worship. The minister, in conjunction with the Worship Associates 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 Associates are responsible for planning and hosting the services (for more information, see Worship Team, p. 19).

Interfaith Leadership Alliance (ILA). The Unitarian Universalist Congregation 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 the congregation in public witness and community outreach and may speak for the congregation 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 Lifespan Faith Development program in planning and offering programming for faith development for all ages. (See Faith Development, p. 17)

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.

The Board of Trustees

The Board holds regular monthly meetings which are open to the Congregation.

Two teams report to the Board: The Finance Team and the Operations Team.

Finance Team (Board)

Purpose. The Finance Team 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 Team works closely with the Business Manager, Board, and Congregational Council Team Leads. The Finance Team reports to the Board.

Activities.

- Preparation of an annual budget that appropriately reflects the financial needs of the Congregation subject to its resources. Consulting broadly within the budget process, and holding public meetings on the proposed budget. Presenting the draft budget to the Board. Preparing final budget for Board and congregational 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 Business Manager.

Committees. The Team works as a committee of the whole and may create committees, appoint task forces, or chair(s) of specific activities to accomplish their work.

Pertinent Policies.

- UUSantaFe Financial Policy (see Volume 3c)

Operations Team (Board)

Purpose. The Operations Team (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 UUSantaFe. The Personnel Committee, which is advisory to the Minister, also meets with the OPS Team. All of the OPS committees are formed with non-elected positions; however, specific qualifications are expected of members. All members of OPS

Team and associated committees must be available for meetings during normal business hours.

Committees.

- Communications Advisory Committee
- Facilities Advisory Committee
- Technology Advisory Committee

Communications Advisory Committee (Operations Team)

Purpose. The Communications Advisory Committee, working with appropriate staff or volunteers, guides the dissemination of information about UUSantaFe both internally and externally. It seeks to keep our Congregation apprised of congregational events and activities and to inform the larger community about UUSantaFe 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
- Congregational brochures
- Articles and announcements for local news media
- Logos and style guidelines for all publications and documents
- Guidance includes copyright and legal issues and copyediting
- Recommendations on adaptation of new media formats as needed

Pertinent Policies.

UUSantaFe Communications Policy (see Volume 3a)

Organization and Qualifications. Any congregant 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 Advisory Committee (Operations Team)

Purpose. The Facilities Advisory Committee works with staff and volunteers to ensure that the building and grounds are maintained in a manner which protects and enhances the value of the property. The Committee helps program teams to create functional spaces that support and enhance the activities of the congregation. It ensures that the property meets all safety requirements and advises the OPS Team about opportunities to

address ADA needs. The Committee will also assess the financial requirements of meeting these obligations and communicate this information to the Finance Team.

Pertinent Policies.

UUSantaFe Facilities Policy (see 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 congregation.
- Organize periodic volunteer work days to maintain the facilities (e.g., spring cleaning, grounds cleanup).

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

Technology Advisory Committee (Operations Team)

Purpose. The Technology Advisory Committee is responsible for the technology resources necessary to meet the needs of the staff and congregation. 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, 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 the OPS Team for enhancing security.

Pertinent Policies.

- UUSantaFe Communications Policy (see Volume 3a)
- UUSantaFe Facilities Policy (see Volume 3b)

Organization and Qualifications. Any congregant is welcome to join the committee. Members should have a working knowledge of current technology options, the ability to communicate with non-technology staff and leadership about features and operations of UUSantaFe systems, and have some availability during business hours.

Congregational Council

The Congregational Council, the program arm of UUSantaFe, consists of five teams, some with associated committees.

Duties and responsibilities of the Council include:

- Ensuring and supporting the effective functioning of the Teams and their committees
- Proposing the annual program budget structured by Teams during the annual budget process
- Advising the Board as requested
- Requesting action by the Board as needed
- Reporting annually to the Board and Congregation

The volunteer and/or elected members of each Team select their Team Leads. Their selection is submitted by the Vice President of the Board to the Board of Trustees for approval. Team Leads serve for two-year terms with a maximum of four years of consecutive service.

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

- Congregation Connections (activities that nurture friends and members)
- Faith Development (activities to nurture faith and spirit)
- Leadership Development (activities that identify and develop leadership)
- Social Justice (activities that take our faith into the community)
- Worship (activities that support worship)

The Council may meet monthly but must meet no fewer than six times a year. The Council may create, appoint, direct, and dismiss subordinate committees and task forces in order to accomplish its duties. The Council's decision-making process can be formal or informal, but it 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.

Annually the Council may engage in an annual review of their work to decide if operational changes are needed.

- Do the Teams support the congregation's overarching mission?
- Is each Team clear about its purpose?
- Do the Teams function and operate to achieve their purpose?
- Are Team financial and volunteer resources allocated in ways that support the congregation's mission initiatives and priorities?
- Would it be best to restructure some Teams?
- Are candidates for future leadership opportunities on the Council being investigated?

Teams work together in ministry to the congregation and to fulfill the overall vision and mission of the congregation. UUSantaFe members interact with congregational governance primarily through involvement with Teams and their associated activities.

Congregation Connections Team (Congregational Council)

Purpose. The Congregation Connections Team is responsible for tending to ongoing connections among UUSantaFe 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 Congregation Connection Team includes:

- Newcomers/Membership Ministry – maintain database for contact, visitor follow-up, and plan events
- Greeters and welcome table
- Hospitality Ministry – helping coordinate social events when asked

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

Pertinent Policies. UUSantaFe Bylaws (see Volume 1)

Organization. Any friend or member of the congregation is welcome to join the Team which meets as needed. The team is supported by the Administrative Assistant.

Faith Development Team (Congregational Council)

Purpose. The Faith Development Team coordinates programs that deepen spiritual growth, support the exploration of Unitarian Universalist principles and sources, and contribute to the beloved community of the Congregation. The Minister and the Director of Ministry for Children, Youth, and Family support the activities of this team.

Activities.

- Evaluate the needs of the Faith Development program for all ages.
- Establish the goals and objectives of the Faith Development 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 if requested, and arrange the schedule and space needs of the program.
- Establish and maintain the budget for Faith Development.
- Maintain communication with the congregational community and advocate for the Faith Development program.

Pertinent Policy

- Covenant for the Cooperative Church School Organization. (available on the website)

Organization. Team committees may include: Children, Youth, and Family Ministry; Adult UU Faith Exploration; and Small Group Ministry. Any member of the congregation is welcome to join the team. A commitment to lifelong learning is essential; some knowledge of UUSantaFe and UUA faith development programs is desirable. The Faith Development Team selects a voting member of the congregation to serve on the Congregational Council for a two-year term, with a maximum of four consecutive years of service. The team leader commits to attend all meetings of the team's committees.

Leadership Development Team (Congregational Council)

Purpose. The purpose of the Leadership Development Team 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 congregation 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 equipping 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 the congregation to elected/appointed offices and such other positions as the Congregation may designate in its bylaws or policies.

Organization. The team includes two committees:

- Denominational Connections (see p. 18)
- Nominating Committee (see p. 22).

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

Denominational Connections (Leadership Development Team)

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 Congregation.

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 the Congregation and the district/region/denomination

Pertinent Policies. None.

Organization. Any member of the Congregation is welcome to join the committee.

Social Justice Team (Congregational 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 task forces in order to accomplish its goals.

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

Worship Team (Congregational Council)

Purpose. The Worship Team works with the minister to plan, create and lead UUSantaFe worship services in the main sanctuary and at satellite locations. Membership includes not only volunteers but also the Minister, Music Director, Choir Director and the Director of Children's, Youth, and Family Ministries.

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 UUSantaFe 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 the UUSantaFe congregation. The Team selects a voting member of the

congregation to serve on the Congregational Council for a two-year term, with a maximum of four consecutive years of service.

Independent Elected/Appointed Committees

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

Audit Committee (Independent Committee)

Purpose. The Audit Committee is responsible for conducting an annual audit or financial review of congregational financial records, including the Permanent Endowment Fund. To ensure the integrity of its work, the Audit Committee is independent of the Financial Team by conscious design.

Activities. The committee is responsible for the following:

- Conducting the annual audit/financial review of congregational financial records, including the Permanent Endowment Fund,
- Conducting interim audits/reviews when requested by the Board of Trustees, and
- Reporting the results of the audit/financial review to the Congregation.

Pertinent Policies.

- UUSantaFe Financial Management Policy (see Volume 3c)
- UUSantaFe Permanent Endowment Committee Handbook (see Volume 3e)

Organization. The chair and members of the Audit Committee are elected at the annual Meeting of the Congregation 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.

Committee on Shared Ministry (Independent Committee)

Purpose. As a liberal religious community dedicated to the concept and practice of ministering to each other, the Board of Trustees has created the Committee on Shared Ministry (COSM) to strengthen the quality of the ministries within the congregation. Ministry includes everything the congregation does together to fulfill and advance its mission of nurturing hearts and minds, practicing beloved community, and working for justice.

Committees.

- None

Pertinent Policies.

- UUSantaFe Bylaws (see Volume 1)

Mission and Goals. Using dialogue and evaluation, the COSM works to assure that the shared ministry is vital, effective, and focused on the overall mission of the UUSantaFe. The overarching mission of the COSM is to encourage the spiritual well-being of the congregation and the effectiveness of its ministries.

Goals of the COSM are:

1. To initiate meetings and reviews with the lay and professional leadership to identify successes, needs, obstacles, plans for growth, and activities in support of the UUSantaFe mission;
2. To provide evaluation reports to the Board of Trustees on the effectiveness of the professional and lay ministries in furthering the congregation's mission;
3. To listen, in confidence, and address concerns raised by congregants and lay and professional leadership that are related to the spiritual well-being and effectiveness of the ministries;
4. To make recommendations that support and improve the spiritual health and effectiveness of the congregation's shared ministry;
5. To establish ongoing communication and dialogue with the congregation and its ministries in matters related to the health and effectiveness of the shared ministry.

Organization. The COSM shall consist of six members who shall serve for three-year staggered terms. The Nominating Committee and the Minister work together to nominate COSM candidates to the Board, which shall appoint them or ask for new candidates. The Committee on Shared Ministry shall report to the Board quarterly on its activities.

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 the Congregation.

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 the Congregation 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 (Leadership Development Team)

Purpose. The Nominating Committee nominates a slate of candidates for elected offices to be voted upon by the Congregation at the Annual Meeting of the Congregation and collaborates with the Board of Directors 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 Congregational Meeting (The following committees have been designated elected committees: Audit Committee, Ministerial Search Committee, Nominating Committee, Permanent Endowment Committee, and Personnel Committee)
- Announcing the list of nominees with brief biographies through newsletters and the UUSantaFe 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 Congregational Council in leadership development activities.

Organization. All five elected members shall be voting members of the Congregation and shall have been voting members for at least the twelve consecutive months prior to election.

Pertinent Policies.

- UUSantaFe Bylaws (see Volume 1)

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 UUSantaFe. Goals include:

- Increasing the Congregation's Permanent Endowment Fund
- Facilitating the awarding of grants if money is available
- Educating the Congregation about opportunities for planned giving to the endowment, the operating fund, or any capital campaign
- Motivating Congregants 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 congregants 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 Congregation, Board and Congregational Council for projects that would benefit UUSantaFe and selects recipients of these grants. The projects recommended by the committee are then brought to the Congregation for approval.

Pertinent Policies. The purpose of the Permanent Endowment Fund is to enhance the mission of the UUSantaFe 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.

- UUSantaFe Bylaws (see Volume 1)

Organization. The chair and members of the Permanent Endowment Committee are elected at the annual Meeting of the Congregation 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. A PEC member serves as an *ex officio* member of the Finance Team.

Affiliated Groups

Unitarian Universalist Service Committee

The UUSantaFe UU Service Committee liaison is responsible for:

- Informing the Congregation of UUSC activities
- Soliciting congregational support for UUSC initiatives through letter writing, fund collections, and “Guest At Your Table” program

Unitarian Universalist Women’s Federation

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 UUSantaFe but is not a committee.

Purpose. UUWF-Santa Fe is a continental 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 UUSantaFe. 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 UUSantaFe. The UUWF is governed through a Steering Committee, which includes a President, Secretary, Treasurer, Publicity Chair, Membership Chair, Hospitality Co-chairs, and Program Co-chairs. Volunteers fill these positions. 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: Ad Hoc Operational Groups Policy

Purpose. This policy governs the establishment of ad-hoc operational groups under non-emergency conditions.

Scope. The policy covers all operational groups as defined below.

Definitions.

- **Operational Group:** a group that carries out administrative or maintenance tasks or projects necessary to operate and maintain UUSantaFe as an organization and a facility. Such groups are delineated on the UUSantaFe organization chart, but explicitly exclude groups that deal with pastoral work, such as Bridges.
- **Ad-hoc Operational Body:** any administrative or maintenance committee, council, team, task force, or other group not specifically created by the UUSantaFe Bylaws or other part of the Congregational Manual. This includes but is not limited to,
 - Groups organized by members of the Congregation, not affiliated with any particular existing operational group, to carry out a specific task. The task might require involvement of other operational groups, but does not originate with them. An example would be replacing the chairs used in the Sanctuary, which would require involvement of at least the Sunday Worship Council, Facilities Team, and Financial Team, in addition to the member-organized group.
 - Groups organized by several existing operational groups to carry out a task that requires cooperation and coordination among them. An example would be installing some sort of new permanent installation in the chancel, which would involve at least the Sunday Worship Council and the Facilities Team.
- **Limited-term Operational Body:** a group that has an expiration date (i.e., a specific date when the group will cease to exist)
- **Non-emergency Conditions:** normal operating conditions (i.e., conditions that reasonably do not require an immediate response due to life-threatening circumstances, severe facility damage, etc.)

Policy. Before beginning work an ad-hoc operational group must be chartered by the Board. The group does this by submitting a chartering document to the Board. The document will follow a template so it is suitable for inclusion in the Congregational Manual. This document must specify:

- proposed name
- purpose, including how the group's work will further the UUSantaFe vision and mission
- duties & responsibilities
- membership
 - criteria

- how selected
- term lengths
- organization
 - internal (i.e., how the group will be governed, operated, etc.)
 - proposed placement within the overall UUSantaFe organization
 - actions that must be taken to implement the group, and by whom
 - communication & coordination with other groups and the Congregation
 - budget requirements

For limited-term groups, the document must also specify:

- expiration date
- intermittent progress reports
 - dates
 - to whom
 - how progress will be measured: goals, milestones, etc.

The Board will review the document, 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 to the requesting group, disapprove the charter, or any other action within the scope of the Board's duties and powers as set forth in the Bylaws and other parts of the Congregational Manual. In no case may the members of the proposed group begin work until their charter is approved.

Limited-term groups may petition the Board for an extension of their existence past their specified expiration date as an addendum to their initial charter. The Board will follow the same steps in reviewing the addendum as it did with the initial charter.

Upon approving a charter or addendum to a charter by the Board, the Secretary of the Board will cause the charter or addendum to be incorporated into the appropriate section of the Congregational Manual.

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