

**The Governance Policies
Of
Chalice Unitarian Universalist Congregation**

Adopted by the Board of Trustees – November 10, 2011

Chalice Governance Policies

Table of Contents

I. Goals

- A. Provide consistently excellent inspirational, dynamic, and challenging Sunday worship services. Page 3
- B. Effectively incorporate newcomers into congregational life through a comprehensive, documented, and well-known process. Page 3
- C. Provide a rich, diverse variety of programs and volunteer opportunities..... Page 3
- D. Enhance the child-based religious education program and expand into a lifespan education program..... Page 4
- E. Maintain a recognized presence in the community reflecting our Unitarian Universalist principles, through communication and action..... Page 4
- F. Expand Chalice from a pastoral to a program church..... Page 4
- G. Ensure Chalice has adequate facilities and equipment..... Page 4

II. Governance Processes of the Board

- A. Governing Style Page 5
- B. Duties of the Board..... Page 6
- C. Duties of the President Page 6
- D. Agenda Planning Page 7
- E. Code of Conduct Page 7
- F. Board Ad Hoc Committees Page 8
- G. Cost of Governance Page 8

III. Governance Processes of the Coordinating Team

- A. Board & Coordinating Team Linkage.....Page x
 - 1. Unity of Control..... Page x
 - 2. Accountability of the Coordinating Team..... Page x
 - 3. Delegation to the Coordinating Team..... Page x
 - 4. Monitoring Performance of the Coordinating Team..... Page x
- B. Coordinating Team Limitations..... Page x
 - 1. Treatment of Congregants (Members, Friends, and Visitors)..... Page x
 - 2. Treatment of Staff..... Page x
 - 3. Compensation and Benefits..... Page x
 - 4. Financial Planning and Budgeting..... Page x
 - 5. Financial Conditions and Activities..... Page x
 - 6. Grants and Contracts..... Page x
 - 7. Asset Protection..... Page x
 - 8. Asset Utilization..... Page x
 - 9. Communication to and Support of the Board.....Page x
 - 10. Unity of Voice..... Page x
 - 11. Continuous Operation..... Page x

Note to the Board: The following “Goals” are examples which primarily were taken from the “5 Year Goals & Plan” compiled by the Long Range Planning Transition Taskforce, dated 1/6/09. These should be updated annually and categorized as “Annual and continuing”, “Intermediate ~ 3 year” and “Long Term~ 5 year” Goals.

I. Goals

The mission of Chalice Unitarian Universalist Congregation is:
Open hearts, open minds, open doors, nurturing spirits;
Seeking justice within the wider world.

Accordingly, the following Goals support this mission:

A. Provide consistently excellent inspirational, dynamic, and challenging Sunday worship services.

Among the indicators of success are:

1. Governance of the Sunday worship services reflects a clear cohesive vision and is controlled by the Minister.
2. Lay participants in the Sunday services (e.g., worship associates, speakers, musical contributors) are appropriately trained and committed to excellence in their roles.
3. Services are designed to deliver consistent, cohesive messages, maintaining an appropriate worship flow for the service topic; all service elements work together to enhance the worship experience.
4. Services incorporate music and ritual as well as creative new ideas to enliven our worship experience.
5. Worship topics are relevant to our individual lives and reflect the issues, priorities, and challenges of today’s wider world.

B. Effectively incorporate newcomers into congregational life through a comprehensive, documented, and well-known process.

Among the indicators of success are:

1. A documented process exists and is available on the website; a communications process is working to ensure members (new and old) are aware of the process.
2. We are tracking what happens to first-time visitors (and new members) over at least a 12-month period; a database exists detailing our experience.
3. We are following up with new members for at least their first year of membership to guide and facilitate their involvement in congregational life.

C. Provide a rich, diverse variety of programs and volunteer opportunities.

Among the indicators of success are:

1. 95% of all members who are physically able are involved with church programs or activities at least once a month outside of Sunday services.
2. Our programs encourage and enable spiritual, intellectual, creative, and organizational growth for our members.
3. We have an established program to identify and reach out to non-active members to understand why they are not active; we follow up to try to get them involved with existing programs if they are interested.
4. We have a program development process that identifies the interests of underserved or inactive members and develops and promotes new programs to meet their needs.

5. We periodically assess our programs to see whether they are well-run and consistent with our mission.

D. Enhance the child-based religious education program and expand into a lifespan education program.

Among the indicators of success are:

1. We have separate age-appropriate programs with tailored curriculum for pre-K through teens in our child-based RE programs.
2. We have an active cadre of member/parent volunteers supporting the child-based RE program sufficient to support our growing programs.
3. Our Director of RE is LREDA (Liberal Religious Educators Directors Association) certified.
4. We provide regular learning opportunities about Unitarian Universalism.
5. We have established programs focused on young adults, seniors, and families with children.
6. We have an active program for adults to explore, discuss, and learn about their own spiritual journeys.

E. Maintain a recognized presence in the community reflecting our Unitarian Universalist principles, through communication and action.

Among the indicators of success are:

1. Our web presence has current content encompassing the broad range of programs and activities of the church; the website is accessible and easy to navigate.
2. There are at least quarterly articles or notices in community newspapers of our activities and/or views.
3. At least six local faith, community outreach, or charitable organizations know of us through recent joint interactions.
4. We support and promote at least three mature social justice initiatives in partnership with outside organizations on an annual basis.

F. Expand Chalice from a pastoral to a program church.

Among the indicators of success are:

1. We have an effective and well-understood policy-based governance model.
2. We have a streamlined governance structure for all our ministries, programs, and activities; this enables effective decision making supporting individual activities and coordination of activities across the span of the church.
3. Active and effective training and leadership development programs support the identification and growth of lay leaders.
4. We have necessary staff to administer church life.
5. We effectively connect to, participate with, and recognize the benefits of our cluster, district, and national UUA affiliations.
6. We are financially stable..
7. We have a well defined documentation, distribution, and retention of governing documents and procedures. This should include guidelines directed to all committees, both permanent and temporary, detailing minimum documentation requirements (meeting minutes, committee policies and procedures, etc.) and how this documentation should be published to the congregation

G. Ensure Chalice has adequate facilities and equipment.

Among the indicators of success are:

1. Our overall facility is presentable and makes a good impression on visitors.
2. Our worship space is large enough to accommodate service attendance, with room enough to be inviting to newcomers.

3. We have an adequate number of meeting and classroom spaces.
4. We have adequate resources, materials, and equipment to meet program needs.
5. We have a functioning kitchen that serves the hospitality and social needs of the congregation.
6. Our facilities are ADA accessible and meet appropriate health and safety standards.
7. We have adequate storage space.

II. Governance Processes of the Board

The Board of Trustees of Chalice Unitarian Universalist Congregation will act on behalf of the Congregation to ensure that Chalice achieves its Goals and avoids unacceptable actions and situations as defined in the Congregation's Bylaws and these policies.

A. Governing Style

The Board will govern with emphasis on:

1. Upholding and promoting Unitarian Universalist values.
2. Outward vision rather than day-to-day decision making.
3. Encouragement of diversity in viewpoints.
4. Strategic leadership more than administrative detail.
5. Clear distinction of Board and Coordinating Team roles.
6. Collective rather than individual decisions.
7. Future focus, rather than past or present.
8. Being proactive rather than reactive.
9. Being sensitive to the needs of the Congregation.

Accordingly,

1. The Board accepts responsibility for governance of the organization.
 - a. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about Goals to be achieved and means to be avoided.
 - b. The Board's focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects.
 - c. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about Goals to be achieved and means to be avoided.
 - d. The Board's focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects.
2. The Board will cultivate a sense of group responsibility.
 - a. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
 - b. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values.
 - c. The Board will deliberate in many voices but govern in one. After subjects have been discussed and voted upon, both majority and minority will support the action taken and speak with one voice.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence.
 - a. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.
 - b. Continual Board development will include:
 - i. Orientation of new Board members in the Board's governance process.
 - ii. Periodic Board discussion of process improvement.

B. Duties of the Board

It will be the responsibility of the Board to:

1. Write appropriate policies to meet the organization's Goals.
 - a. The Board will produce The Governance Policies of Chalice Unitarian Universalist Congregation (this document) that, at the broadest levels, addresses each category of organization decision:
 - i. Goals: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - ii. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 - iii. Board & Coordinating Team Linkage: How authority is delegated and its proper use monitored; what the Coordinating Team role is; its authority, and accountability.
 - iv. Coordinating Team Limitations: establish prudent and ethical constraints on Coordinating Team activity and decisions.
 - b. Prepare written norms/values concerning Board tasks and a code of conduct for Board behavior.
2. Assure the organization's effectiveness.
 - a. The Board will produce assurance of Coordinating Team performance as necessary and at least annually, measured only against Goals and Coordinating Team limitations policies.
 - b. The Board will measure its effectiveness against the Goals policies.
3. Monitor the financial condition and activities of the organization at least annually.

C. Duties of the President

As per the bylaws, the President of the Congregation serves as the Chair of the Board. The Chair assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly, the President:

1. Assures the integrity and fulfillment of the Board's Role in accordance with its governing process policies and with those rules legitimately imposed upon it from outside the organization by:
 - a. Communicating with the Coordinating Team.
 - b. Fostering fair, open deliberations.
 - c. Ensuring that the agenda deals only with the Board's role.
2. Represents the Board to the Coordinating Team, the congregation, and to outside parties.
 - a. The President is empowered to chair Board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
 - b. The President has no authority to supervise or direct the Coordinating Team.
 - c. The President may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - d. The President may delegate this authority but remains accountable for its use.

D. Agenda Planning

To accomplish its tasks with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes re-exploration of Goals policies annually and (2) continually improves Board performance through Board education and enriched input and deliberation.

Accordingly:

1. The cycle will start with the Board's development of its agenda for the next year.
2. The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year's segment of the Board's most recent statement of Goals.
3. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
4. Coordinating Team monitoring will be included on the agenda.

E. Code of Conduct

The Board commits itself to:

1. Act in a manner that reflects UU values and is ethical and lawful.
2. Act in a manner that is prudent and responsible and expeditious, efficient and effective.
3. Act with proper use of authority.
4. Act with proper attention to responsibility.
5. Act in a manner that is respectful of all even when being critical of or disagreeing with other points of view.

Accordingly,

- a. Board members must be loyal to the interests of the organization. When acting in the role of Board member, this loyalty should supersede all other loyalties in order to avoid conflicts of interest.
- b. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
 - i. Board members will annually disclose their involvements with other organizations and vendors, or any other associations that might produce a conflict.
 - ii. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except when procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - iii. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member will absent herself or himself without comment not only from the vote but also from the deliberation by leaving the meeting.
 - iv. Board members must not use their Board position to obtain employment with the organization for themselves, family members, or close associates.
 - v. Should a Board member be employed by Chalice or act as a paid consultant, he or she must resign from the Board.
- c. The Bylaws, and any written policies adopted by majority vote of the Board, shall exercise authority over the organization. Individual Board members may not attempt to exercise authority over the organization. The Board will speak with one voice through its adopted policies.
- d. Board members will respect the confidentiality appropriate to issues of a sensitive nature.

F. Board Ad Hoc Committees

A committee is a Board Ad Hoc committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. Unless otherwise stated, an ad hoc committee ceases to exist as soon as its task is complete.

When used, Board committees should never:

1. Threaten the wholeness of the Board.
 - a. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.

- b. Board committees are to avoid over-identification with organizational parts rather than the whole.
- 2. Interfere with the delegation of authority to the Coordinating Team.
 - a. Board committees are to help the Board do its job, never to help or advise Staff.
 - b. Board task forces cannot exercise authority over Staff.

G. Cost of Governance

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity and will promote excellence by:

1. Ensuring that Board skills, methods and supports will be sufficient to assure governing excellence.
 - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - b. External assistance may be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to fiscal review.
 - c. External resources will be used as needed to ensure the Board's ability to listen to congregant viewpoints and values.
2. Providing training for new trustees and officers.
3. Incurring costs in a prudent manner.

III. Governance Processes of the Coordinating Team

The Coordinating Team is established per the Bylaws, and, as stated there, it “shall coordinate, integrate and advocate the methods for accomplishing the Congregation’s Goals in accordance with the Board’s Policies.” It maintains the practices and procedures that define how the congregation operates and supervises any supportive committees it may form to assist in accomplishing its tasks.

The Minister, Administrator, and two laypersons make up the Coordinating Team. The laypersons shall have been members of the Congregation in good standing for at least two years, and shall serve staggered two-year terms. The Board, in consultation with the minister, may reappoint the laypersons for additional two-year terms. No layperson may serve for more than six (6) consecutive years. Any layperson may serve again after a one-year interval. No Board member may serve on the Coordinating Team.

The Coordinating Team shall act at all times in a lawful and prudent manner, consistent with our Unitarian Universalist principles, our Chalice UU Congregation Mission Statement and Bylaws, our Covenant, and commonly accepted business and professional ethics and practices.

A. Board & Coordinating Team Linkage

1. Unity of Control

- a. Only decisions of the Board, acting as a body, which are formally communicated by the chair or authorized representative are binding on the Coordinating Team.
 - i. Decisions or instructions of individual Board members, officers, or committees are not binding on the Coordinating Team except in rare instances when the Board has specifically authorized such exercise of authority.
 - ii. In the case of Board members or committees requesting information or assistance without Board authorization, the Coordinating Team can refuse such requests that require, in the Coordinating Team’s opinion, a material amount of staff time or funds, or are disruptive.

2. Accountability of the Coordinating Team

The Coordinating Team is the Board's link to the Congregation's success and conduct. All authority and accountability of paid Staff and volunteers is considered by the Board to be the authority and accountability of the Coordinating Team.

Accordingly,

- a. The Board will not give instructions to persons who report to the Coordinating Team.
- b. The Board will view the Coordinating Team performance as identical to the Congregation's performance.
- c. Consequently, the Coordinating Team's job contributions can be stated as performance in three areas:
 - i. Accomplishment of Goals as stated in Board policies.
 - ii. Operation within the boundaries of prudence and ethics established in Board policies.
 - iii. Appropriate use and delegation of power.

3. Delegation to the Coordinating Team

The Board will provide the Coordinating Team with the Goals to be achieved and situations and actions to be avoided, allowing the Coordinating Team reasonable interpretation. The Board will establish topmost policies, leaving implementation and subsidiary policy development to the Coordinating Team.

Accordingly,

- a. The Board will define Goals for the Congregation.
- b. The Board will develop policies that limit the latitude the Coordinating Team may exercise in choosing the organizational means. These are Coordinating Team Limitation policies.
- c. No individual Trustee, Officer, or Board committee has authority over the Coordinating Team.
- d. As long as the Coordinating Team uses any reasonable interpretation of the Board's Goals and Coordinating Team Limitation policies, the Coordinating Team is authorized to establish all further policies, make all decisions, and take all actions that flow from these initial policies. Such decisions of the Coordinating Team will have full force and authority as if decided by the Board.
- e. Should any Coordinating Team member deem it necessary to deviate from Board policy, he or she will inform the Board President or another officer if the President is not available as soon as possible. Informing is simply to guarantee no deviation is intentionally kept from the Board; it is not a request for approval. Officer response, either approving or disapproving, does not exempt the Coordinating Team member from subsequent Board judgment of the action nor does it impede any Coordinating Team member decision.
- f. Coordinating Team authority does not extend to supervising, interpreting Board policies to, or otherwise directing the President, individual Trustee, or Board subgroups regarding Board policy. Nothing in this policy is intended to interfere with mutual interaction about individual understanding of policies.
- g. The Board may change its Goals and Coordinating Team Limitation policies, thereby shifting the boundary between Board and Coordinating Team domains, but as long as a policy is in place, the Board will respect and support the Coordinating Team's choices.
- h. Given that the Coordinating Team is the Board's only link to operational activity, Board requests for services from the Staff will only be made through the Coordinating Team.

4. Monitoring Performance of the Coordinating Team

Coordinating Team performance is monitored against Board policies. Systematic and rigorous monitoring of Coordinating Team job performance will be solely against the Coordinating Team expectations: organizational accomplishment of Goals and operation within the Board established Limitations. Monitoring will use a minimum of Board time so that the work of the Board is focused on the future rather than review of the past.

Accordingly,

- a. As stated in the Bylaws, the Coordinating Team “is responsible to the Board. The Senior Minister shall regularly report to the Board concerning the Team’s progress toward the achievement of the Congregation’s Mission and Goals.”
- b. Monitoring will determine the degree to which Board policies are met.
- c. In every case, the standard for compliance will be any reasonable Coordinating Team interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than with interpretations favored by Board members or by the Board as a whole.
- d. All policies that instruct the Coordinating Team will be monitored at a frequency and by a method chosen by the Board.

B. Coordinating Team Limitations

1. Treatment of Congregants (Members, Friends, and Visitors)

The Coordinating Team, in their interactions with congregants, shall not make, cause or allow to exist decisions, conditions or procedures that are unsafe, unnecessarily intrusive or fail to provide appropriate support, confidentiality or privacy.

2. Treatment of Staff

The Coordinating Team shall create a safe and positive working environment in which the work of paid and volunteer staff members is valued, and in which they are treated fairly and with respect.

Accordingly, the Coordinating Team may not:

- a. Discriminate (as defined by city, state, and federal laws) among existing or potential staff/volunteers on other than job-related criteria, individual performance, or individual qualifications.
- b. Subject staff to unsafe or unhealthy conditions.
- c. Operate without written personnel policies that are approved by the Board of Trustees, and provided to paid staff. These policies shall provide for effective handling of employee evaluation and grievances and protect against wrongful conditions such as nepotism, harassment and grossly preferential treatment for personal reasons.
- d. Fail to provide appropriate privacy and confidentiality.

3. Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers, and vendors, the Coordinating Team shall not cause or allow jeopardy to the fiscal integrity or public image of Chalice.

Accordingly, the Coordinating Team may not:

- a. Promise or imply permanent or guaranteed employment.
- b. Establish current compensation and benefits that deviate materially from UUA guidelines and our geographic market for the skills employed, absent legitimate articulated reasons.

- c. Create obligations over a term longer than revenues may be safely projected, in no event longer than one year and in all events subject to losses of revenue.
- d. Establish deferred or long term compensation and benefits that cause unfunded liabilities to occur or in any way commit the organization to benefits that incur unpredictable future costs.

4. Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not risk financial jeopardy or deviate materially from the Board's goals and priorities or the Bylaws.

Accordingly, the Coordinating Team may not create or accept financial plans, budgets, or fiscal projections that:

- a. Contain too little detail to enable reasonably accurate projection of revenues and expenses and cash flows, separation of capital and operational items, disclosure of planning assumptions and subsequent audit trails.
- b. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, absent legitimate articulated reasons.
- c. Fail to incorporate an itemized plan for capital expenditures and the means to pay for them. Capital expenditures are all payments for any building additions, major improvement projects or equipment purchases over \$1,500 each.
- d. Deviate materially from Board stated priorities and requirements in its allocation among competing fiscal needs.
- e. Fail to plan adequately for the maintenance and repair of facilities in accord with prudent practices and any maintenance plan required by Board policy.
- f. Fail to identify in the proposed budget known annual, capital, or special-cause fundraising activities on behalf of the Congregation. Furthermore, the Coordinating Team shall not fail to have procedures that authorize and coordinate fundraising that is done on behalf of the Congregation or on Congregation property or by any Congregational group for any other purpose.

5. Financial Conditions and Activities

The Coordinating Team shall not cause or allow the actual, on-going financial condition of Chalice to jeopardize the financial integrity of the organization. Further, on-going expenditures shall not materially deviate from Board established priorities.

Accordingly, the Coordinating Team will not:

- a. Indebt the Congregation nor enter into a contract that could indebt the church in an amount greater than specified in the Bylaws.
- b. Use any long-term reserve without approval of the Board.
- c. Conduct inter-fund shifting in amounts that deviate materially from the Board's Goals priorities.
- d. Fail to settle payroll and debts in a timely manner.
- e. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- f. Acquire, encumber or dispose of real property.
- g. Fail to appropriately pursue unpaid pledges after a reasonable amount of time.
- h. Fail to aggressively pursue unpaid non-pledge receivables after a reasonable amount of time.
- i. Authorize a line of credit without the approval of the Board.
- j. Fail to inform the Board of any unexpected and undesignated income.
- k. Receive, process or disburse funds without controls sufficient to meet Generally Accepted Accounting Principles.

- l. Fail to implement financial and operating audits and/or reviews as designated in the Bylaws.
- m. Fail to implement findings from periodic financial or operational audits.
- n. Fail to establish and fund a reserve account for the purpose of meeting financial needs for which there are no budgeted funds available.
- o. Fail to plan adequately for maintenance and repair of Congregational facilities in accordance with prudent practices and any maintenance plan required by Board goals.

6. Grants and Contracts

The Coordinating Team shall not:

- a. Fail to plan, budget, and spend available grant funds and funds within a designated Fund to further the purposes of the Congregation, in accordance with the directives and restrictions that govern any such grant or Fund. This section (a) does not create a requirement that all available funds be spent in any given year.
- b. Enter into any grant or contract arrangement that fails to emphasize the goals set by the Board and the congregational Mission Statement.
- c. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.
- d. Cause or allow any conflict of interest in awarding purchases or other contracts.

7. Asset Protection

With respect to proper stewardship of the Congregation's assets, the Coordinating Team may not risk losses beyond those necessary in the normal course of business.

Accordingly, the Coordinating Team may not:

- a. Fail to insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.
- b. Fail to insure against corporate liability and personal liability of board members and staff, taking into account pertinent statutory provisions for indemnification and exemptions applicable to California non-profit organizations.
- c. Allow unbonded personnel access to material amounts of funds.
- d. Subject plant and equipment to improper wear and tear or insufficient maintenance.
- e. Unnecessarily expose the organization, its board, or staff to claims of liability or risk the nonprofit status.
- f. Make any purchases not provided for in either the capital expenditure or operational projections. Make any purchase of over \$2,500.00 without at least two competitive bids.
- g. Receive, process, or disburse funds under controls insufficient to meet the board appointed reviewer's standards or other government standards.
- h. Invest operating capital in insecure instruments, including uninsured checking accounts and bonds or CDs of less than a rating of Moody's A1, S&P A+, or equivalent rating.
- i. Fail to protect intellectual property, information, and files from significant damage, excluding the work of called minister(s) of the Congregation, who are the sole owners of their intellectual property.
- j. Fail to report annually in writing to the Board the status of risk management, safety and security including insurance policies and coverage.
- k. Invest Congregational funds without reasonably considering socially responsible investing.
- l. Endanger the Congregation's public image or credibility particularly in ways that would hinder accomplishment of Board Goals or the Congregational Mission Statement.

8. Asset Utilization

The Coordinating Team shall not devote Congregational assets to endeavors that fail to support Board Goals, the Congregational Mission Statement or are incongruent with Unitarian Universalist principles.

9. Communication to and Support of the Board

The Coordinating Team shall not cause or allow the Board to be uninformed or unsupported in its work.

Accordingly, the Coordinating Team may not:

- a. Fail to submit reports required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of Board Goals and policies being monitored.
- b. Fail to inform the Board in a timely manner of relevant trends, public policy initiatives, anticipated adverse media coverage, public events of the Congregation and material external and internal changes, particularly changes in the assumptions upon which any Board policy has been established.
- c. Fail to gather and share with the Board as many points of view, issues, and options as needed for fully informed Board decisions.
- d. Present information in unnecessarily complex or lengthy form.
- e. Fail to recommend changes in Board policies if such need becomes known to the Coordinating Team.
- f. Fail to advise the Board if the Board is not in compliance with its own policies on governance process and Board & Coordinating Team linkage, particularly in the case of Board behavior that is detrimental to the working relationship between Board and staff.
- g. Fail to provide a mechanism for official Board, officer, or committee communication.
- h. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Board.
- i. Fail to deal with the Board as a whole except when (1) fulfilling individual requests for information or (2) responding to officers or committees duly charged by the Board.
- j. Fail to apprise the Board of any material criticism from any source known to the Coordinating Team concerning the discharge of the duties of the Coordinating Team.

10. Unity of Voice

The Coordinating Team shall always speak with one voice when communicating with anyone who is not a member of the board or part of a board-directed committee.

11. Continuous Operation

In the event a member of the Coordinating Team is unable to participate due to absence or emergency, the remaining team members will not fail to continue operations while the Board considers the need for a replacement.