

TJ District Board Policy Manual

Section 1. Values

We strive to embody the following values in all of our work:

- the inherent worth and dignity of every person
- rational, emotional, and spiritual maturity
- peace based on justice
- equity and compassion
- continuing revelation
- respect for the interdependent web of life
- responsibility
- inclusivity
- integrity in living out our values

Section 2. Vision

Grounded in our covenantal tradition, we are a vibrant faith community of healthy congregations who grow through connection, right relationships, and service, thereby transforming ourselves and the world.

Section 3. Global Ends

Healthy congregations (Within)

- Are made up of members and leaders who are spiritually and emotionally mature, generous, live with integrity, are in right relations with each other, and who serve and support each other in times of need
- Are fiscally sound, competently managed, and led with vision
- Are transformative for its members through structures and programs that provide emotional support and promote integration of our rational, emotional and spiritual lives
- Are growing in spirit, depth, and numbers by practicing radical hospitality and through multigenerational worship services and programming that are joyful, exciting, and challenging

A vibrant faith community (Among)

- Is in right relations with other congregations
- Is in covenant with other Unitarian Universalist (UU) congregations in partnerships, clusters, districts and with the of Congregations (UUA) to share our strengths, gifts and talents

- 45 Our faith and values call us to (Beyond)
- 46 ▪ Share our saving message with individuals and organizations in our community and
 - 47 society
 - 48 ▪ Serve our communities and society to make real our vision of wholeness
 - 49 ▪ Transform our society by engaging other faith and secular communities in
 - 50 promoting our prophetic visions of peace based on justice, equity, and compassion
 - 51 in human and national relations, and of a healthy and sustainable environment that
 - 52 promotes the flourishing of life
- 53
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55 **Section 4. Mission**

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57 The district is called to provide services and resources that will assist our congregations

58 and their members in transformational growth in spiritual, emotional, and intellectual

59 maturity thereby extending their power in service to the wider world.

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62 **Section 5. Sources of Authority and Accountability**

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- 64 Our sources of authority and accountability are:
- 65 ▪ Our member congregations
 - 66 ▪ Current and future generations of Unitarian Universalists
 - 67 ▪ The heritage, history, and ideals of Unitarian Universalism
 - 68 ▪ The vision of beloved community
 - 69 ▪ The spirit of love, life, and the holy
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71 **Section 6. Stakeholders**

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- 73 Our key stakeholders are:
- 74 ▪ Unitarian Universalist Association of Congregations (UUA)
 - 75 ▪ Southeastern Unitarian Universalist Ministers' Association (SEUUMA)
 - 76 ▪ All ministerial and religious professional organizations
 - 77 ▪ Southeastern Unitarian Universalist Summer Institute (SUUSI)
 - 78 ▪ The Mountain Retreat and Learning Center
 - 79 ▪ Southland Region of the UUA
 - 80 ▪ Southeast Liberal Religious Educators' Association (LREDA)

Section 7. Governance Policies

7.1 Global Governance Process Policy

The purpose of the Board of Directors of the Thomas Jefferson District (TJD) of the Unitarian Universalist Association (UUA) of Congregations is threefold: First, to act in the best interests of our sources of our authority and accountability. Second, to ensure that resources are deployed in the most effective and efficient way in order to meet our vision and global ends. Third, to monitor the District Executive (DE) as she or he carries out the policies of the Board.

7.2 Governing Style and Philosophy

The Board will govern with an emphasis on outward vision rather than internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than on administrative detail, a clear distinction of Board and District Executive roles, collective rather than individual decisions, future rather than on past or present, proactivity rather than reactivity, and viewing all actions with an anti-oppressive, anti-racist and multicultural lens. Therefore, the Board will:

- Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance its ability as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- Enforce discipline when needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, submission of expense vouchers, ensuring continuance of governance capability, and adherence to the agreed upon Code of Conduct. If at any time any words or actions of any Board member cause concern to any other Board member, that concern regarding possible violation of the Code of Conduct will be addressed in the following steps:
 - A member whose behavior seems inconsistent with the standards in the Code of Conduct should first be cautioned by a colleague.
 - If the colleague feels uncomfortable or uncertain about speaking to the member, the President or other trusted member can be called in for assistance in communicating personally.
 - If this action fails, a grievance or complaint may be made in writing to the President of the Board, who will then provide a copy of the complaint or grievance to the person against whom it is directed. (In all cases, the first action in response shall be to approach those involved in a pastoral manner, seeking a fair and sound collegial

127 resolution. If it is determined that additional fact-finding is needed, the
 128 President or other designated member of the Board may have to
 129 question the person, or persons, involved, or seek documentation,
 130 always within the limits of confidentiality.)

- 131 ○ Board members shall have full access and full freedom and right to
 132 respond to all complaints and evidence cited against them.
- 133 ○ The Board must decide on action in response to a complaint or
 134 grievance, and give such decision in writing, in the form of one the
 135 following actions:
 - 136 ▪ Advise that the complaint or grievance is unfounded.
 - 137 ▪ Caution, admonition or reprimand.
 - 138 ▪ Probation, suspension or expulsion from the Board.
- 139
- 140 • Orient new members by:
 - 141
 - 142 ○ Communicating the values of the organization, including: commitment
 143 to growth; lifespan inclusion in services and programs; and the
 144 journey to becoming an anti-oppressive, anti-racist, and multi-cultural
 145 organization.
 - 146 ○ Educating them about the governance process and all existing Board
 147 policies prior to their first regular Board meeting.
- 148
- 149 • Develop an ongoing self-monitoring process that reviews both the content
 150 and the process of each Board meeting, to include comparison of Board
 151 activity and discipline to policies in the Governance Process and Board-DE
 152 Linkage categories. Such self-monitoring will be included in the agenda of
 153 each Board meeting.
- 154
- 155 • Exercise openness in all governance matters by:
 - 156
 - 157 ○ providing advance notice of dates and locations of regular business
 158 meetings and make agendas, reports, and minutes available promptly;
 - 159 ○ providing avenues for comment on issues on the meetings' agendas;
 160 and
 - 161 ○ accommodating observers at regular business meetings with the
 162 exception of executive sessions.
- 163

164 **7.3 Board Members' Covenant and Code of Conduct**

165
 166 The Board commits itself and its members to ethical and lawful conduct, consistent
 167 with the UUA's principles, including proper use of power and authority when acting as
 168 Board members. Therefore, members of the Board:

- 169
- 170 • Covenant with one another to:
 - 171
 - 172 ○ Remember the holy nature of our work
 - 173 ○ Be present and prepared for board meetings

- 174 ○ Assume responsibility and follow through on our
- 175 commitments
- 176 ○ Listen carefully and deeply to each other and
- 177 assume that others have the best interests of the District at heart
- 178 ○ Recognize that disagreement is a part of Board life, pledging to respect
- 179 our differences, not letting conflicts fester,
- 180 ○ Respond to emails and other communications in a timely
- 181 manner,
- 182 ○ Communicate directly,
- 183 ○ Commit to continuous learning,
- 184 ○ Handle complaints brought to the Board with respect, but handle them
- 185 at the appropriate level, gathering accurate and complete information
- 186 as necessary,
- 187 ○ Respond with candor and care,
- 188 ○ Treat one another respectfully,
- 189 ○ Move forward together,
- 190 ○ Honor humor,
- 191 ○ Speak with one voice, and
- 192 ○ Respect confidentiality.
- 193
- 194 • Board members must represent un-conflicted loyalty to the interests of the
- 195 sources of our authority and accountability. This accountability supersedes
- 196 any conflicting loyalty such as that to advocacy or interest groups and
- 197 membership on other Boards or staffs. It also supersedes the personal
- 198 interest of any Board member acting as a consumer of the organization's
- 199 services.
- 200
- 201 • Board members must avoid conflict of interest with respect to their fiduciary
- 202 responsibility. Specifically:
- 203
- 204 ○ There must be no self-dealing or any conduct of private business or
- 205 personal services between any Board member and the organization,
- 206 except as procedurally controlled, to assure openness, competitive
- 207 opportunity, and equal access to inside information.
- 208 ○ When the Board is to decide upon an issue about which a member has
- 209 an unavoidable conflict of interest, that member shall absent herself or
- 210 himself without comment from not only the vote but also from the
- 211 deliberation.
- 212 ○ Members must not use their positions to obtain employment for
- 213 themselves, family members, or close associates. Should a member
- 214 desire employment, he or she must first resign.
- 215 ○ Members will annually disclose their involvement with other
- 216 organizations, vendors, or any other associations that might produce a
- 217 conflict, and whenever a conflict might occur.
- 218 ○ Members may work as consultants to congregations at the invitation of
- 219 a congregation and the direction of the District Executive, but must
- 220 disclose to the client congregation that they are not acting as a board
- 221 member when performing the consulting engagement. Additionally,

222 members must disclose to the full board quarterly any consulting
223 activity that has been directed by the District Executive.
224

- 225 • Board members may not attempt to exercise individual authority over the
226 organization except as explicitly set forth in Board policies. Specifically:
227
 - 228 ○ Member’s interactions with public, press, or other entities must
229 recognize the same limitation and the inability of any Board member
230 to speak for the Board except to repeat explicitly stated Board
231 decisions
 - 232 ○ Members will give no consequence or voice to individual judgments of
233 DE or staff performance
 - 234 ○ Members will refrain from making derogatory attacks directed at
235 individuals, congregations, or initiatives of the TJD or the UUA.
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237 **7.4 Role of the Board**

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239 The specific role and job outputs of the Board are those unique values-added that tie
240 desires of the sources of our authority and accountability to organizational
241 performance. Accordingly, the Board will produce:
242

- 243 • The link between the organization and the sources of our authority and
244 accountability.
245
 - 246 ○ The Board shall approve nominations of awards provided by the DE in
247 order to honor the sources of our authority and accountability.
 - 248 ○ The Board will remain in dialogue with groups of the sources of our
249 authority and accountability, including local congregational leadership at
250 social events sponsored by the Board.
 - 251 ○ Appropriate information gathered at such events and other informational
252 forums may be provided to the DE by the Board.
 - 253 ○ Board members are encouraged to bring information from meetings with
254 the sources of our authority and accountability back to Board meetings for
255 consideration and possible action.
- 256
257 • Written governing policies that, at the broadest levels, address each category of
258 organizational decision. Specifically, these are:
259
 - 260 ○ Ends: Organizational products, effects, benefits, outcomes, recipients,
261 and their cost or relative worth which answer what good for which
262 recipients at what cost.
 - 263 ○ District Executive Limitations: Constraints on executive authority that
264 establish the prudence and ethics boundaries within which all executive
265 activity and decisions must take place.
 - 266 ○ Governance Process: Specification of how the Board conceives, carries
267 out, and monitors its own task.
 - 268 ○ Board-DE Linkage: How power is delegated and its proper use
269 monitored; authority and accountability of the DE role.

- 270 ○ Board-UUA Linkage: How authority is shared between the District and the
- 271 UUA regarding District staff and District services.
- 272 ○ Board-Congregation Linkage: How power and authority is assigned to the
- 273 board by the democratic process and how accountability is communicated
- 274 to congregations.
- 275 ○ Assurance of DE performance against policies.
- 276
- 277 ● Assurance of specified asset oversight by:
- 278
- 279 ○ Approving the use of unrestricted reserves
- 280 ○ Approving the creation, designated purposes, and dissolution of restricted
- 281 reserves
- 282 ○ Approving expenditures of over 5% of the current operating budget.
- 283 ○ Reviewing and concurring with the proposed annual budget prior to its
- 284 submission to the Annual Meeting for final approval
- 285 ○ Assuring fiduciary responsibility by authorizing an annual audit of the
- 286 District's assets and publishing its results to the congregations
- 287 ○ An annual Ends Assessment Report.
- 288

289 7.5 Work Product or Deliverables of the Board

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291 To accomplish its job products with a governance style consistent with Board policies,

292 the Board will follow an annual cycle that completes review of all policies annually and

293 continually improves Board performance through Board education and enriched input

294 and deliberation. Specifically:

- 295
- 296 ● The cycle will start each August or Board Retreat with the Board's development
- 297 of its agenda for the year.
- 298
- 299 ● Consultations with selected groups of the sources of our authority and
- 300 accountability, or other methods of gaining input, will be determined and
- 301 arranged each October or Fall Meeting, to be held during the balance of the
- 302 year.
- 303
- 304 ● The Board will review and monitor the DE – Board Linkage policies each October
- 305 or Fall Meeting.
- 306
- 307 ● DE evaluation and remuneration will be decided each February or Winter
- 308 Meeting, in partnership with the UUA after a review of monitoring reports
- 309 received in the last year. The normal point of contact between the Board and
- 310 the UUA will be the President.
- 311
- 312 ● The Board will review and monitor the DE Limitations policies each April or
- 313 Spring Meeting.
- 314
- 315 ● The Board will review and monitor the Governance Process policies each April or
- 316 Spring Meeting.
- 317

- 318 • The Board will review and monitor the Ends policies and the Strategic Plan in
319 their entirety each August or Summer Retreat.
- 320
- 321 • Governance education and education related to Ends determination (for
322 example, presentations by futurists, demographers, advocacy groups, and staff)
323 will be considered each August or Summer Retreat and arranged each October
324 or Fall Meeting by the President in consultation with the District Executive.
- 325
- 326 ○ The cycle will conclude each year in August or Summer Retreat so that
327 administrative planning and budgeting can be based on accomplishing a
328 one-year segment of the Board’s most recent statement of long-term
329 Ends.
- 330 ○ Throughout the year, the Board will attend to consent agenda items as
331 expeditiously as possible
- 332 ○ Throughout the year, additional DE monitoring will be included on the
333 agenda if monitoring reports show policy violations or if policy criteria are
334 to be debated.
- 335

336 In Summary:

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Month (Deadline)	Task
August Summer Retreat	Development of agenda for the year Review & monitor Ends Policies Consider Governance and Ends education for the Board Annual conflict of interest review/disclosure Arrange Governance and Ends education for the Board
October Fall Meeting	Determine and arrange input from moral authority Review & monitor DE – Board Linkage Policies
February Winter Meeting	Evaluate DE by reviewing monitoring reports received during last year Decide DE remuneration in partnership with UUA
April Spring Meeting	Review & monitor DE Limitations Policies Review & monitor Governance Process Policies

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340 **7.6 Role of the President**

341 The President assures the integrity and fulfillment of the Board’s process and,
342 secondarily, occasionally represents the Board to outside parties. This means that:

- 343 • The job result of the President is that the Board acts consistently with its own
344 rules and those legitimately imposed upon it from outside the organization.
345 Specifically:
- 346 ○ Meeting discussion content will be only issues that, according to Board
347 policy, clearly belong to the Board to decide, not the District Executive.
- 348
- 349
- 350

- 351 ○ Deliberation will be fair, open, and thorough but also timely, orderly, and
352 to the point
- 353
- 354 ● The authority of the President consists in making decisions that fall within topics
355 covered by Board policies on Governance Process and Board-DE Linkage, except
356 where the Board specifically delegates portions of this authority to others. The
357 President is authorized to use any reasonable interpretation of the provisions in
358 these policies. Therefore, the President:
359
 - 360 ○ Is empowered to chair Board meetings with all the commonly accepted
361 power of that position (for example, ruling, and recognizing)
 - 362 ○ Has no authority to make decisions on policies created by the Board
363 within Ends and DE Limitations policy areas. Hence, the President has no
364 authority to supervise or direct the DE independently of the Board
 - 365 ○ May represent the Board to outside parties in announcing Board-stated
366 positions and in stating decisions and interpretations by the President
367 within the area delegated to her or him
 - 368 ○ May delegate this authority but remains accountable for its use
 - 369 ○ Represents the Board in discussions with the UUA
 - 370 ○ Is an ex-officio member of all Board committees
- 371

372 7.7 Role of Board Committees

- 373
- 374 ● Board committees exist to help the Board do its job, never to help or advise the
375 staff. Committees ordinarily will assist the Board by preparing policy
376 alternatives and implications for Board deliberation. Board committees will not
377 normally have dealings with current staff operations unless they have been
378 explicitly assigned to do so.
- 379
- 380 ● Board committees may not speak or act for the Board except when formally
381 given such authority for specific and time-limited purposes. Expectations and
382 authority will be carefully stated in order not to conflict with authority delegated
383 to the DE.
- 384
- 385 ● Board committees cannot exercise authority over staff. The DE will not be
386 required to obtain approval of any Board committee before taking executive
387 action.
- 388
- 389 ● Board committees are to avoid over-identification with organizational parts
390 rather than the whole. Therefore, a Board committee that has helped the Board
391 create policy on some topic will not be used to monitor organizational
392 performance on that same topic.
- 393
- 394 ● Board committees will be used sparingly and ordinarily in a task specific
395 capacity.
- 396
- 397 ● When the Board forms a committee, it will create a policy which describes:
398

- 399 ○ The product the committee is to produce.
- 400 ○ The authority (in terms of use of organizational resources) it is granted.
- 401
- 402 • This policy applies to any group that is formed by Board action, whether or not it
- 403 is called a committee and regardless of whether the group includes Board
- 404 members. It does not apply to committees formed under the authority of the
- 405 DE.
- 406

407 **7.8 Board Committees**

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- 409 • Finance – This committee is appointed by the Board, who also names its chair.
- 410 At least two members will also be Board members, one of whom will be the
- 411 Treasurer and one of whom will be the District representative to the UUA’s
- 412 Annual Program Fund (APF). The committee will report to the Board at least
- 413 quarterly and to the membership annually. The committee helps the Board
- 414 carry out its fiscal responsibility by:
- 415
 - 416 ○ Recommending the District budget to the Board for presentation to the
 - 417 membership at the annual meeting (assisting the DE in its formulation as
 - 418 needed), reviewing income and expenses at least quarterly, and making
 - 419 financial policy recommendations.
 - 420 ○ Coordinating the annual audit by recommending an accounting firm to
 - 421 conduct it and reviewing its progress.
 - 422 ○ Overseeing and assuring any funds held on behalf of the District. These
 - 423 entities include but are not limited to Chalice Lighters, Kinston Fund,
 - 424 trusts, and any future endowment or trust funds. The Finance should
 - 425 report to the Board at least annually the status of any funds they oversee.
 - 426 ○ Acting as liaisons to appropriate congregational leaders to support full fair
 - 427 share congregational participation in the District and the APF of the UUA.
 - 428

429 **7.9 Cost of Governance**

430 The Board will invest in its governance capacity by assuring that:

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- 432
- 433 • Board skills, methods, and supports will be sufficient to assure governing with
- 434 excellence. Specifically:
- 435
 - 436 ○ Training and retraining, including materials, supplies, and subscriptions,
 - 437 will be used liberally to orient new members and candidates for
 - 438 membership, as well as to maintain and increase existing member skills
 - 439 and understandings.
 - 440 ○ Outside monitoring assistance will be arranged so that the Board can
 - 441 exercise confident control over organizational performance. This includes
 - 442 but is not limited to financial audit.
 - 443 ○ Outreach mechanisms will be used as needed to ensure the Board’s
 - 444 ability to listen to viewpoints and values of our moral authority.
 - 445

- 446 • Costs will be prudently incurred, though not at the expense of endangering the
447 development and maintenance of superior capability. Specifically:
448
 - 449 ○ The Board will expend funds on training, including attendance at
450 conferences and workshops; audit and other third party monitoring of
451 organizational performance; and surveys, outreach to our moral
452 authority, focus groups, opinion analyses, and meeting costs. Generally,
453 ○ Meeting costs include reasonable reimbursement of Board members for
454 amounts they spend to enable them to attend meetings. Usually, this
455 means that Board members will be reimbursed for:
 - 456 ▪ 100% of the cost of their hotel rooms although double occupancy
457 is encouraged
 - 458 ▪ mileage at a rate consistent with IRS standards and/or reasonable
459 public transportation fares, parking fees, and tolls to be consistent
460 with UUA board standards
 - 461 ▪ meal costs consistent with UUA standard for per diem cost
 - 462 ▪ and other out-of-pocket expenses (receipts required for expenses
463 over \$75.00).
 - 464 ○ Reimbursement for additional amounts under special circumstances (physical
465 ability, age, or financial need) will be at the discretion of the Board President.
 - 466 ▪ The Board will plan in a timely fashion to insure that these
467 expenditures are included in the budget.
 - 468 ▪ Board members and committees will follow established
469 administrative practices regarding the submission of expenses for
470 reimbursement and payment of bills for goods and services.
471
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473 **Section 8. Board/Executive Linkage**

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475 Board Linkages: The Board’s sole official connection to the operational organization, its
476 achievement and conduct will be through the District Executive. When there is a conflict of
477 policies, programs, or priorities between the Board and the UUA, the Board shall consult
478 with the UUA. Pending the resolution of the conflict, the District Executive shall take such
479 action as the Board directs.
480

481 **8.1 Accountability of the District Executive**

- 482
- 483 • Recognizing that the organization’s performance is exclusively from the
484 District Executive’s performance, the District Executive is the Board’s only
485 link to operational achievement and conduct.
- 486
- 487 • The Board will refrain from evaluating, either formally or informally, any staff
488 other than the District Executive.
- 489
- 490 • The Board will view the District Executive’s performance as identical to
491 organizational performance, so that the organizational accomplishment of

492 Board-stated Ends and avoidance of Board-proscribed means will be viewed
493 as successful District Executive performance.
494

- 495 • Through its work, the District Executive gains knowledge to which the Board
496 does not have access. The Board will develop policies instructing the District
497 Executive to keep the Board informed of trends and developments in faith
498 movement and in the UUA that the District Executive gains through his/her
499 work and that may inform the work of the Board.
500

501 **8.2 Delegation to the District Executive**

- 502 • The Board will instruct the District Executive through written policies that
503 describe the organization's Ends to be achieved and organizational situations
504 and actions to be avoided, allowing the District Executive reasonable
505 interpretation of these policies.
506
- 507 • The Board will develop policies instructing the District Executive to achieve
508 certain results for the congregations of the District within the budget. These
509 are the Ends policies.
510
- 511 • The Board will develop policies that limit the latitude the District Executive
512 may exercise in choosing the organizational means. These are District
513 Executive Limitation policies.
514
- 515 • As long as the District Executive uses any reasonable interpretation of the
516 Board's Ends and District Executive Limitations policies, the District Executive
517 is authorized to establish all further policies, make all decisions, and take all
518 actions that flow from these initial policies. The Board will judge both the
519 reasonableness of the interpretation and whether data demonstrate
520 accomplishment of the interpretation.
521
- 522 • The Board may change its Ends and District Executive Limitations policies,
523 thereby shifting the boundary between Board and District Executive domains,
524 but as long as a policy is in place, the Board will respect and support the
525 District Executive's choices.
526
- 527 • Given that the District Executive is the Board's only link to operational
528 activity, Board requests for services from the staff will only be made through
529 the District Executive.
530
- 531 • The District Executive may not enter into any grant or contract arrangements
532 without Board approval, except for office equipment so long as the amount is
533 budgeted or does not cause total expenses to go over budget.
534
535

8.3 Unity of Control

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

8.4 Monitoring

The Board will systematically, regularly, and rigorously monitor the DE's performance. The evaluation will be solely against the Ends and Executive Limitations policies. Accordingly:

- Monitoring data can be:
 - Internal: An internal report from the DE.
 - External: A report from a disinterested third party that the Board selects.
 - Direct: An inspection by the Board.
 - The criteria for monitoring are the DE's interpretations of the Board's policies.
 - Monitoring Schedule:
 - All policies that instruct the DE will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule. Non-compliance, if applicable, shall be reported at every board meeting.

Policy	Method	Frequency	Board Mtg.
Communication & Support of Board	Internal	Annual	April
	Direct	Bi-annual	April, odd yrs.
Strategic Plan	Internal	Annual	July
Emergency DE Succession	Internal	Annual	April
Treatment of TJD Congregations & Their Constituents	Internal	Annual	October
Treatment of Staff	Internal	Annual	October
Compensation & Benefits	Internal	Annual	February
Financial Planning & Budgeting	Internal	Annual	February
Financial Conditions & Activities	Internal	Bi-monthly	Board mtgs.
Audit	External	Annual	October

Policy	Method	Frequency	Board Mtg.
Asset Protection	Internal	Annual	October
Ends Policy	Internal	Bi-monthly	Board mtgs.
Healthy Congregations (Policy Sections 1-3)	Internal	Annual	October
Healthy Congregations (Policy Sections 4-7)	Internal	Annual	October
Diverse Congregations	Internal	Annual	January
Growing Congregations	Internal	Annual	July
	Internal	Annual	April

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Section 9. UUA and District Linkage

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The Board, on behalf of the congregations of the Thomas Jefferson District, will be in right relationship with the Administration of the UUA.

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- The UUA and the TJD co-employ the District Executive and other staff member(s). Accordingly, the UUA requires that:
 - The Board allow co-employed staff members to accomplish tasks and goals set forth by the UUA.
 - The Board participate in the evaluation process set out by the UUA for the District Executive only. (The Board designates the District Executive, as CEO, to participate in this evaluation process for all other co-employed staff members.)
 - The Board participate in the hiring and firing of the District Executive only. (The Board designates the District Executive, as CEO, to participate in the hiring and firing of all other co-employed staff members.)
 - The Board communicate clearly with the District Executive and the UUA about what needs to be accomplished in the District at what cost by co-employed staff members through its Ends Policies. This communication is to be used by the District Executive and the UUA in setting goals for each co-employed staff member.
 - The Board communicate clearly, promptly, and directly with the UUA in cases of conflict between the Board and the District Executive.
 - The Board ensure clear, prompt, and direct communication with the UUA in cases of conflict concerning other co-employed staff.
- The TJD and the UUA co-employ the District Executive and other staff member(s). Accordingly, the Board expect that:
 - The UUA stay in right relationship with the District and honor all fiduciary responsibilities and contracts with co-employed staff in a timely manner.
 - The UUA allow co-employed staff members to accomplish the work of the District as defined by its Ends Policies.

- 609 ○ The UUA provide clear guidance about what the UUA needs accomplished at
610 what cost by co-employed staff members in both the long and short term
611 for:
 - 612 ▪ the use of the Board in setting Ends Policies, and
 - 613 ▪ the use of the District Executive in setting goals for each co-
614 employed staff member.
- 615 ○ The UUA communicate its vision and goals clearly to the Board and the
616 District Executive for:
 - 617 ▪ the use of the Board in setting Ends policies, and
 - 618 ▪ the use of the District Executive in setting goals for each co-
619 employed staff member.
- 620 ○ The UUA communicate clearly, promptly, and directly with the Board in
621 cases of conflict between the UUA and the District Executive.
- 622 ○ The UUA communicate clearly, promptly, and directly with the District
623 Executive in cases of conflict between the UUA and any other co-employed
624 staff member. The District Executive may not fail to promptly inform the
625 Board of any such conflict.
- 626
- 627 • Resolution of Conflicts between the TJD and the UUA
 - 628
 - 629 ○ When there is a conflict between the Policies of the TJD and the UUA, the
630 UUA and the Board communicate clearly about the conflict, attempt to find
631 a mutually acceptable solution which addresses each party's concerns, and
632 seek independent advice and/or mediation if needed.
 - 633
 - 634

635 **Section 10. District Linkage with Sources of Authority and** 636 **Accountability**

637
638 The Board will be in right relationship with our sources of authority and accountability as
639 defined in Section 6. Congregational board presidents, ministers, and religious educators
640 usually represent these sources of authority and accountability. The responsibility of the
641 Board is to provide the link between the District leadership and our sources of authority
642 and accountability. Accordingly:

- 644 ▪ The Board will meet with our sources of authority and accountability several times
645 per year, including the annual District Meeting.
- 646
- 647 ▪ The Board will use available technology to link with these sources regularly.
- 648
- 649 ▪ The Board will attempt to link with the leadership of all congregations by the above
650 means within a two year cycle.
- 651
- 652 ▪ Information provided by our sources of authority and accountability that relates to
653 district policies shall be discussed by the Board during regular business meetings.
- 654
- 655 ▪ Information provided by sources of authority and accountability that relates to
656 district operations shall be provided to the District Executive as appropriate.
- 657

658

659 **Section 11. Executive Limitations**

660

661

662 The Thomas Jefferson District Executive shall not cause or allow any practice, activity,
663 decision or organizational circumstance that is unlawful, imprudent, or in violation of our
664 Unitarian Universalists principles or of commonly accepted fiscal, business and
665 professional ethics and practices.
666

667 **11.1 Relationship to the Thomas Jefferson District Board of Directors**

668

669 The District Executive shall not cause or allow the Board to be uninformed or
670 unsupported in its work. Further, without limiting the scope of the foregoing by this
671 enumeration, the District Executive shall not fail to:

672

- 673 • Submit directly relevant data required by the Board to monitor Board
674 policies in a timely, accurate, and understandable fashion.
- 675
- 676 • Submit unbiased decision information required by the Board
- 677
- 678 • Apprise the Board of any significant incidental information it requires
679 concerning; e.g.,
 - 680 ○ anticipated media coverage,
 - 681 ○ threatened or pending lawsuits, and
 - 682 ○ material internal and external changes.
- 683
- 684 • Let the Board be unaware of relevant trends at either the UUA level or
685 the TJ District level.
- 686
- 687 • Properly retain official Board documents.
- 688
- 689 • Advise the Board if, in the District Executive's opinion, the Board is not
690 in compliance with its own policies on Governance Process and Board-
691 Management Delegation, being particularly sensitive to Board behavior
692 that is detrimental to the working relationship between the Board and
693 the District Executive.
- 694
- 695 • Advise the Board when, in the opinion of the District Executive, one or
696 more policies ought to be adopted, abolished or modified.
- 697
- 698 • Provide a workable mechanism for official Board, officer, or committee
699 communications.
- 700
- 701 • When addressing official business, deal with the Board as a whole except
702 when
 - 703 ○ fulfilling individual requests for information or

- 704 ○ responding to officers or committees duly charged by the Board.
- 705
- 706 ● Submit to the Board on an annual basis planned priorities for the
- 707 coming year.
- 708
- 709 ● Work with the Board in planning and convening all meetings involving the
- 710 Board and staff.
- 711
- 712 ● Supply for the Board's agenda, along with applicable monitoring information,
- 713 all decisions delegated to the District Executive yet required by law,
- 714 regulation, bylaws, or contract or to be Board-approved, along with the
- 715 monitoring assurance pertaining thereto.
- 716
- 717 ● Apprise the Board of the duties which the UUA expects the District
- 718 Executive to discharge or any changes in those duties.
- 719
- 720 ● Apprise the Board of any material criticism from any source known to the
- 721 District Executive concerning the discharge of the duties of the District
- 722 Executive.
- 723

724 **11.2 Financial Policies**

726 **i) Financial Planning and Budgeting**

727

728 Financial planning for any fiscal year or the remaining part of any fiscal year shall

729 not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to

730 be derived from a multiyear plan. Therefore, the DE shall not allow budgeting that:

731

- 732 ○ Contains too little information to enable credible projection of revenues
- 733 and expenses, cash flow, and disclosure of planning assumptions.
- 734 ○ Plans the expenditure in any fiscal year of more funds than are
- 735 conservatively projected to be available in that period.
- 736 ○ Provides less for Board prerogatives during the year than is set forth in
- 737 the Cost of Governance policy.
- 738

739 **ii) Financial Condition and Activities**

740

741 With respect to the actual, ongoing financial conditions and activities, the District

742 Executive shall not cause or allow the development of fiscal jeopardy or a material

743 deviation of actual expenditures from Board priorities established in the Ends

744 policies. Therefore, the District Executive shall not:

745

- 746 ○ Expend more total funds in any given fiscal year than have been
- 747 budgeted, unless authorized by the board.
- 748 ○ Indebt the organization beyond amounts repayable within the fiscal year
- 749 from budgeted funds.

- 750 ○ Use restricted reserves for purposes unrelated to those for which they are
- 751 designated.
- 752 ○ Fail to settle payroll, payroll or other applicable taxes, and debts in a
- 753 timely manner.
- 754 ○ Fail to secure tax exemptions whenever and wherever practicable.
- 755 ○ Make a single purchase or commitment of greater than \$5000 without
- 756 consulting the Board (excluding Chalice Lighter grants).
- 757 ○ Acquire, encumber or dispose of real property.
- 758 ○ Fail to pursue receivables aggressively, apart from APF dues, after a
- 759 reasonable grace period.
- 760 ○ Fail to maintain adequate records or pursue appropriate payments of full
- 761 fair share district dues or APF.
- 762 ○ Reduce or allow unrestricted cash to drop below a safety reserve equal to
- 763 six months projected annual expenditures, or three months projected
- 764 annual expenditures in the case of an emergency with board notifications.
- 765 ○ Establish any banking or investment accounts without prior permission
- 766 from the Board Treasurer.
- 767 ○ Permit more bank accounts to be used than are strictly necessary for
- 768 efficient operation and control.
- 769 ○ Allow any bank accounts to be kept without proper accounting for all
- 770 funds, including an annual external audit.
- 771 ○ Allow any grant making body within the TJD to function without adequate
- 772 policies, and procedures, and accounting controls in place to ensure
- 773 fairness, effectiveness, and fiscal responsibility in their process.
- 774 ○ Allow funds to be raised in the District's name or to support District
- 775 activities without proper oversight of:
- 776 ▪ The procedures used to raise the funds.
- 777 ▪ The timing of the fundraising activity with consideration of conflicts
- 778 with other fundraising activity, including but not limited to the
- 779 District and UUA Fair Share campaigns and other special funding
- 780 requests.
- 781 ▪ The accounting of funds raised to ensure that monies are properly
- 782 included in the overall TJD accounts, whether they are earmarked
- 783 for a special purpose or not.
- 784

785 **iii) Asset Protection**

786
787 The DE shall not allow the assets to be unprotected, inadequately maintained, or
788 unnecessarily risked. Therefore the DE shall not:

- 789
- 790 ○ Fail to insure against theft and casualty losses to at least 80 percent of
- 791 replacement value and against liability losses to Board members, staff,
- 792 and the organization itself in an amount greater than the average for
- 793 comparable organizations.
- 794 ○ Allow unbonded personnel access to material amounts of funds.
- 795 ○ Subject plant and equipment to improper wear and tear or insufficient
- 796 maintenance.

- 797 ○ Unnecessarily expose the organization, its Board, or its staff to claims of
798 liability.
- 799 ○ Make any purchase:
 - 800 ▪ Wherein normally prudent protection has not been given against
801 conflict of interest.
 - 802 ▪ Of over \$1000 without having obtained comparative prices and
803 quality.
 - 804 ▪ Of over \$1000 without a stringent method of assuring the balance
805 of long-term quality and cost.
 - 806 ▪ Fail to protect intellectual property, information, and files from loss
807 of significant damage.
 - 808 ▪ Receive, process, or disburse funds under controls that are
809 insufficient to meet generally accepted accounting principles
810 (GAAP).
 - 811 ▪ Invest or hold operating capital in insecure instruments, including
812 uninsured checking accounts and bonds of less than AA rating, or in
813 non-interest bearing accounts except when necessary to facilitate
814 ease in operational transactions.
 - 815 ▪ Endanger the organization's public image or credibility, particularly
816 in ways that would hinder its accomplishment of mission.

817 **11.3 Treatment of Congregations**

818
819 With respect to interactions with current and potential member or affiliated
820 congregations, the District Executive shall not cause or allow conditions,
821 procedures, or decisions that are unsafe, unnecessarily intrusive, or that are
822 not just, equitable and compassionate. Additionally, the District Executive
823 shall not allow treatment or interactions that

- 824
- 825 • Fail to provide appropriate confidentiality or privacy.
- 826
- 827 • Fail to establish with congregations at the time a service is requested, a clear
828 understanding of the scope of the service offered and how it meets the
829 communicated needs of the congregation
- 830
- 831 • Deny service to congregations based on size, location, financial stability,
832 membership make-up or special needs.
- 833
- 834 • Fail to be inclusive, culturally sensitive, non-oppressive and non-racist.
- 835
- 836 • Constitute sexual harassment or verbal, emotional or physical abuse.
- 837
- 838 • Treat any congregation with discourtesy or disrespect, nor fail to welcome
839 those who are seeking a spiritual home.
- 840

841 **11.4 Treatment of Individuals**

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With respect to current and potential recipients of organization services or paid and volunteer staff, or members of constituent congregations in the District, the District Executive shall not cause or allow actions that are not just, equitable and compassionate. Additionally, the District Executive shall not allow treatment or interactions that

- Fail to provide appropriate confidentiality or privacy.
- Fail to establish with service recipients at the time a service is requested a clear understanding of the scope of the service offered.
- Collect information from service recipients for whom there is no clear necessity, and not give individuals the opportunity to choose whether their personal data may be used in ways unrelated to the purposes for which it was originally collected.
- Deny access to those with special needs.
- Fail to be inclusive, culturally sensitive, non-oppressive and non-racist.
- Constitute sexual harassment or verbal, emotional or physical abuse.
- Treat anyone with discourtesy or disrespect, nor fail to welcome those who are seeking a spiritual home.

868 **11.5 Treatment of Staff**

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With respect to the treatment of paid and volunteer staff, the District Executive shall not cause or allow conditions that are unsafe, unfair, disorganized or unclear. The District Executive shall not fail to apply the standards of the Thomas Jefferson District mission and ends to interactions with staff. Additionally, the District Executive shall not operate without written personnel policies that

- Protect staff or volunteers from unsafe or unhealthy conditions.
- Clarify personnel rules for staff.
- Prohibit discrimination (as defined by city, state, and federal laws) among existing or potential staff/volunteers on other than clearly job-related criteria, individual performance, or individual qualifications.
- Prohibit discrimination against any staff member or volunteer for non-disruptive expression of dissent.

- 887 • Provide for internal handling of grievances.
- 888
- 889 • Allow staff to bring grievances to the board when
- 890 ○ Internal grievance procedures have been exhausted.
- 891 ○ Staff alleges that board policy has been violated to his or her
- 892 detriment.
- 893
- 894 • Acquaint staff with their rights as defined by personnel policies and protect
- 895 against wrongful conditions such as nepotism and grossly preferential treatment
- 896 for personal and/or discriminatory reasons.
- 897
- 898 • Prepare and keep current job descriptions for all paid and significant
- 899 volunteer staff positions of the Thomas Jefferson District.
- 900
- 901 • Recruit staff in an open and equitable manner based on candidates'
- 902 ○ Skills needed for position
- 903 ○ Commitment to the relevant Ends
- 904 ○ Ability to work as a team member
- 905

906 **11.6 Compensation and Benefits**

907
908 With respect to employment, compensation and benefits to staff, employees,
909 consultants, contract workers and volunteers, the District Executive shall not
910 cause or allow jeopardy to fiscal integrity or public image or disregard equitable,
911 just, nondiscriminatory and legal employment practices. Additionally, the
912 District Executive shall not:

- 913
- 914 • Change his or her own compensation or benefits.
- 915
- 916 • Promise or imply permanent or guaranteed employment.
- 917
- 918 • Establish current compensation and benefits that deviate materially from
- 919 the geographic or professional market for the skills employed or the UUA
- 920 guidelines.
- 921
- 922 • Create compensation obligations over a longer term than revenues can be
- 923 safely projected, and in all events subject to losses in revenue.
- 924
- 925 • Fail to communicate current and proposed compensation and benefits.
- 926

927 **11.7 Emergency Succession Planning**

928
929 In order to protect the Board from sudden loss of District Executive services, the
930 District Executive shall not fail to prepare and keep current an Emergency
931 Succession Plan which is communicated to the Board of Directors.

932