

Foothills Unitarian Church

Board Policies

approved May 2023

These policies and other included and attached documents are subject to review by the Board of Trustees. Each document and section will contain a most recent approval date. The Board will ensure that a continuing effort is made to keep the document as a whole updated with the most recently approved versions.

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Board Policies

Overview

Date Adopted: 5-1-2018

Under the authority the congregation has given us through the bylaws, the Board has adopted the following policies to provide a framework for the conduct of the Board and guidance for the Senior Minister. These are statements of direction, intention and limitations, as we engage in governance and conduct the work of the church. We commit to working in covenant and mutually supportive partnership with each other and with the Senior Minister in their role as ex-officio board member and chief executive of the church.

1 Governance

1.1 Guiding Principles

Date Adopted: 5-16-2016

Date Last Amended: 6-17-2021

The following subsections identify the principles and moral sources that inform and guide the work of the Board of Trustees and the congregation as a whole.

1.1.1 Our Mission

Approved by the Congregation 10-16-2016

Foothills Unitarian Church unleashes courageous love in Northern Colorado and beyond by embracing our diversity, growing our faith, and awakening our spirits to the unfolding meaning of this life.

1.1.2 Our Guiding Values

Approved by the Congregation 12-20-2018

Joyful Resilience

Collective Courage

Deepening Belonging

Transcendent Wonder

1.1.3 Our Bold Vision

Approved by the Congregation 12-20-2018

We, the members of Foothills Unitarian Church, commit to create and sustain a healthy, vibrant religious community where:

1. Foothills is a vital part of the lives of its people, providing abundant opportunities for relationships across differences that provide joy, care, and belonging for all.
2. We are committed to a path of lifelong spiritual deepening that allows us to live lives of meaning and purpose in a world that needs our Unitarian Universalism.
3. We understand that being a part of Foothills requires us to give abundantly of our time, and this deepening involvement helps us to identify and grow our individual gifts.
4. We each engage in joyful and generous financial giving that fosters a deep ownership of the impactful work we support.
5. We are committed to recognizing and dismantling prejudice and oppression in all their forms, including within ourselves, allowing us to be more effective and trusted partners to marginalized communities in Northern Colorado and beyond.
6. Foothills is a leader in Northern Colorado in developing sustainable, innovative, intersectional approaches to caring for our earth and its people to ensure a greater flourishing of all life.
7. We do the work to make Unitarian Universalism accessible to all in Northern Colorado.

1.1.4 Our Sources of Accountability and Authority

Date Last Amended: 10-6-2022

We understand our sources of accountability and authority to include the following categories:

1. Our congregation
2. Future congregants
3. The Unitarian Universalist faith, including other UU Congregations and the Association
4. People we serve (beyond our congregation)
5. People we serve with (our community partners)
6. Local community
7. Planet

1.2 Role of the Board

Date Adopted: 7-13-2017

Date Last Amended: 9-22-20

The Board governs by:

Articulating mission, values, and vision. The Board regularly communicates with our sources of authority and accountability to articulate and update the mission, values, and vision that guide all of the work at Foothills.

Governing through policy. Board policies establish the principles that guide all of our work, keeping us focused on the future and on ends, rather than means. All of the work of the Board should be directly connected to Board policy.

Monitoring policy compliance. The Board's oversight function involves monitoring the ministry's compliance with Board policies. The central question the Board uses to monitor compliance is simply "Is this a reasonable interpretation of our policy?" The Board follows its monitoring schedule (Appendix A) for scheduled monitoring, and does situational monitoring as needed (as issues arise).

Linking to the future. The Board does this future-focused work by connecting regularly with our sources of authority and accountability.

1.3 Board Covenant

Date Last Amended: May 4, 2023

Each year's Board creates a shared covenant to guide in how we are working together, reflecting the values of our church. This covenant is shared as part of the Board Handbook.

1.4 Board Officers

Date Adopted: 7-13-2017

Date Last Amended: May 4, 2023

The Bylaws establish the terms of office and manner of selection for the following officers of the Church: President, President-Elect, Treasurer, and Secretary. In addition to the duties defined in the Bylaws, the officers have the following responsibilities:

- **Board President:** The Board President speaks on behalf of the board, is responsible for calling and managing congregational meetings, and facilitates the healthy functioning of the board as a whole. The President prepares the Board's meeting agendas and facilitates or arranges for the facilitation of Board meetings. The President is responsible for ensuring that Board meetings are focused on the primary purpose of the Board. The Board President works in

close collaboration with the Senior Minister to promote a productive partnership between the Board and the ministry.

- **President-Elect:** In alternating years, the President-Elect trains for the role of the President, and substitutes for the President as requested.
- **Vice President:** When there is no current President-Elect, the Board selects from among the Board members a person to serve as the Vice President for a one-year term. The Vice President substitutes for the President as requested.
- **Treasurer:** The Treasurer is selected from among the Board members, and supports fulfillment of the Board's financial oversight responsibilities by working with the Senior Minister to ensure that appropriate financial reports are made available to Board members on a timely basis and that the financial operations of the church are in line with best practices and with the church's mission. The Treasurer plays no direct role in financial management.
- **Secretary:** The Secretary is selected from the Board members, and ensures the accuracy and security of Board records, including the minutes, Board policies, and Church Bylaws. In cooperation with the staff, the Secretary regularly reports Board proceedings to the Congregation, and ensures that meeting minutes, Board policies, and Bylaws revisions are promptly posted on the Church website and maintained in e-archives.

1.5 Board Committees and Task Forces

Date Adopted: 7-13-2017

Date Last Amended: May 4, 2023

Board Committees and Task Forces exist to help the Board to carry out its governance responsibilities. Committee charters are included in the Appendix, and should be reviewed by the Board annually. For time-limited tasks, the Board may create Task Forces with clearly defined charges.

The one standing committee of the Board as articulated in the Bylaws is the **Nominating Committee**, which is responsible for the annual development of a slate of nominees for all elected positions.

The Board may have additional committees, such as:

- **Policy Committee**

The Policy Committee assists the Board in reviewing and revising its policies to ensure the policies are effectively serving the needs of the congregation.
- **Linkage Committee**

The Linkage Committee assists the Board in maintaining its focus on the future. This committee helps to identify and, where appropriate, facilitate conversations between the Board and its sources of accountability and authority. It brings

materials to the Board to help develop capacity for future focus, and takes the lead in planning for upcoming visioning efforts.

- **Restoring Wholeness Committee**

The Restoring Wholeness Committee tends to our history of misconduct. It reports to the Board with the president as Board liaison. The senior minister or their designate is assigned to work in partnership. Its duties include partnering with the Ministry to orient newcomers to our history, keeping the misconduct archives up-to-date for both historical purposes and to allow congregants to review them if they request it. It also takes the lead on other congregational healing efforts, such as educational efforts around healthy professional boundaries and our collective values, small group processing conversations, and will be available to meet with church members who have questions about our history and response.

Members of the Policy, Restoring Wholeness, and Linkage Committees are appointed by the Board. Three members of the Nominating Committee are elected by the congregation as specified in the Bylaws; one member is a Board member appointed by the Board for a one-year renewable term..

Task Forces may be formed by the Board at any time. The Board will clearly direct the Task Force by developing a charge that outlines specific objectives, any limitations, and a time frame for completing its work.

Board Committees and Task Forces may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. They will not be involved in Senior Minister or Staff operations and will not exercise authority over them. Board Committees and Task Forces have no management authority and are accountable to the Board of Trustees.

1.6 Board of Trustees' Conflicts of Interest

Date Adopted: 7-13-2017

Date Last Amended: 6-16-2022

Members of the board shall act in an ethical and professional manner, and always in the best interests of the congregation, its mission, and its vision; shall disclose any personal, financial, or other conflict of interest that might influence their actions or decision-making regarding the church; and shall set aside their personal preferences and interests to always act based on the best interest of the congregation as a whole and in alignment with its mission, values, and vision.

To prevent internal conflicts of interest within the Board, partners shall not serve on the Board at the same time. Other relationships that could create conflicts of interest within the Board shall be carefully considered by the Nominating Committee prior to

nomination.

When a conflict of interest arises or the Board's code of conduct is violated by a trustee, the Board of Trustees shall address the matter in a timely manner, prioritizing the health of the congregation and remaining in alignment with its mission, vision, and values, while respecting the worth and dignity of the individual(s) involved

2 Delegation to Staff

2.1 Senior Minister as Spiritual Leader

Date Adopted: 7-13-2017

Date Last Amended: 10-15-2020

The Senior Minister acts as spiritual leader and shares responsibility for ministry with the congregation. The minister helps us explore life's questions, challenges us to live our values and comforts us in times of suffering. The minister leads regularly scheduled worship services and gives sermons, challenges and guides the congregational spiritual focus, provides pastoral care and counseling, and conducts special services. The minister serves as the representative of the congregation and the voice of its values to the denomination and to the community, the region and beyond.

2.2 Global Delegation to Senior Minister as Head of Staff

Date Adopted: 7-13-2017

Date Last Amended: 6-16-2022

The Board hereby delegates all of its authority to manage the work and resources of the Church, except as expressly limited by these policies, to the Senior Minister as Head of Staff. The Senior Minister is responsible for maintaining a productive and effective staff team, a healthy and compassionate work environment, and a focus on fulfilling the congregation's Mission, Values, and Vision. The senior minister is also responsible for monitoring staff compliance with the Bylaws and Board Policies, and ensuring that the staff and ministers carry out their duties with undivided loyalty to the congregation and its mission and vision. The Senior Minister is authorized to establish operating procedures, make decisions, take actions, and develop activities using a reasonable interpretation of the Board's Policies and directions. Given our shared understanding that we each have a piece of the truth, and the covenantal nature of our work together, the Senior Minister shall establish teams and consulting practices that ensure collaboration and partnership in executive-level decision making.

2.3 Board - Senior Minister Relationship

Date Adopted: 7-13-2017

Date Last Amended: 6-16-2022

The Board works in deeply collaborative partnership with the Senior Minister to help the Congregation live into its Mission, Values, and Vision. The relationship between the Board and the Senior Minister is profoundly covenantal, based on mutual trust, support, and respect. Only decisions of the Board as a whole (not instructions or decisions of individual board members or board committees) are binding on the Senior Minister.

The Board's official connection to church operations, achievements, and conduct is solely through delegated authority to the Senior Minister. In collaboration with the Senior Minister, the Board will engage the congregation to articulate shared Mission, Values, and Vision, and will set written policies. The Senior Minister is responsible for directing the church's ministry towards the Mission, Values, and Vision in accordance with Board policies.

The primary tool used by the Board and Ministry to ensure that the work of the church is so directed is the Vision Interpretation. The Senior Minister is responsible for annually updating the Vision Interpretation that shall guide the work of the Ministry, which the Board must approve. This interpretation shall be presented to the Board in advance of the annual budget.

2.4 Reviewing Compensation

Date Adopted: 10-15-2020

As part of its review of the annual budget, the Board is responsible for reviewing the compensation package for the Senior Minister. The board makes decisions about compensation based on principles of parity and tenure, accounting for cost of living changes and budget projections. The board is responsible for ensuring that the Senior Minister's salary remains competitive, per the UUA salary guidance.

3 Guidance and Limitations

3.1 Personnel Decisions

Date Adopted: 7-13-2017

Date Last Amended: 03-15-2021

As Head of Staff, the Senior Minister is responsible for hiring, supervision, and discharge of all paid staff.

3.1.1 New Positions

New positions will normally be created as part of the budgeting process. If a new position is identified outside of the budget process and funding is available, the Senior Minister can initiate a hiring process.

3.1.2 Employment at Will

With the exception of called ministers, all employees are employed “at will” within the meaning of Colorado employment regulations, and hiring procedures as well as communications to potential candidates will make this clear. Board approval will be required for any employment contract that states otherwise.

3.1.3 Discipline and Termination

Discipline and termination procedures will be detailed in the Employee Handbook. Prior to discharging a paid staff member, the Senior Minister will ensure that the decision complies with applicable laws, Board policies, contracts and the Employee Handbook. The Senior Minister shall in the spirit of partnership inform the Board of significant discipline issues that are being handled within the staff structure and promptly notify the Board when an employee has been terminated.

3.1.4 Professional Misconduct

Date Adopted: 7-13-2017

Date Last Amended: 3-15-2021

Professional misconduct occurs when an individual violates the ethical or professional standards of practice applicable to their position. The Board is committed to creating and maintaining a healthy culture at Foothills where each person’s integrity is respected and expectations for healthy boundaries are clear; people understand why these boundaries exist; and there is a clear path toward accountability and healing if violations do occur. This policy is guided by principles of transparency, accountability, healing, and restorative justice, and is informed by the recognition that professional misconduct within a church has broad consequences that go beyond those directly impacted.

3.1.4.1 Ministers, Other Professionals, and Interns

Date Adopted: 3-15-2021

Date Last Amended: 6-16-2022

The Board expects all ministers, ministerial interns, and professional staff members to abide by the current codes of conduct for their professional positions. Some examples of prohibited conduct include, but are not limited to, sexual, sexualized, or romantic relationships between the minister or intern and persons they serve in ministry and sexual harassment of all kinds. Ministers are also prohibited from using their position of authority for their personal gain.

If anyone believes that a minister or other professional working at the Church has violated their profession’s Code of Conduct, they should contact the Senior Minister, or if the issue is with the Senior Minister, the President of the Board.

3.1.4.2 Disclosure to the Board

Date Adopted: 3-15-2021

The minister shall notify the Board of Trustees within 30 days of notification of any credible reports of misconduct.

3.1.4.3 Disclosure to the Congregation

Date Adopted: 3-15-2021

Date Last Amended: 6-16-2022

The Board will use its discretion to determine whether the complaint should be disclosed to the Congregation.

3.1.4.4 Congregational Healing

Date Adopted: 3-15-2021

In the wake of any ministerial, staff, or lay leader misconduct, the Board charges the Senior Minister with tending to the health of the congregation as a whole, through pastoral work that is informed by principles of restorative justice, honesty, transparency, compassion, respect, and personal responsibility. If the misconduct involves the Senior Minister, the Board will delegate this responsibility to another party.

3.1.5 Conflict of Interest

Date Adopted: 6-16-2022

The staff, including the senior minister, will carry out their duties with undivided loyalty to the congregation and its Mission, Values, and Vision, and promptly report the existence of actual or potential conflicts of interest to the senior minister (if staff) or to the board (if the senior minister.)

3.1.6 Members as Staff

Date Adopted: 7-13-2017

Date Last Amended: 6-16-2022

Employment with the Church is not open to members of the congregation except in rare and unusual circumstances as determined by the Senior Minister. This policy is intended to preserve the singular relationship between a minister and a congregant.

3.1.7 Paying Members for Services

Date Adopted: 3-15-2021

Date Last Amended: 6-16-2022

In general, the congregation will not pay members for services provided to the church on an ad-hoc basis. The Senior Minister has the discretion to evaluate a specific situation based on values of congregant need, urgency of the work, and specialization of congregant skills in meeting the particular need. In cases where these values outweigh

the value of not monetizing congregant contributions to the church, the Senior Minister will report the decision to the Board.

3.1.8 Employment of Relatives

Date Adopted: 7-13-2017

Members of an employee's family may be considered for employment; however, relatives may not supervise one another.

3.1.9 Former Staff as Members

Date Adopted: 7-13-2017

Date Last Amended: 6-16-2022

The Church welcomes former staff back into the life of the congregation. In line with published guidance about best practices for UU religious professionals, a former staff member shall work with the Senior Minister to create a covenant before qualifying for membership.

3.2 Care for Paid Staff

Date Adopted: 7-13-2017

Date Last Amended: 6-16-2022

3.2.1 Supervision and Evaluation

All paid staff will be assigned an immediate supervisor, who will provide an up-to-date job description and complete an annual process of goal-setting, as well as provide ongoing feedback on their job performance.

3.2.2 Compensation and Benefits

The Senior Minister will ensure that a review of compensation for all paid staff (excluding those under specific contracts) will occur annually as part of the budget process, and as part of that process will recommend adjustments as needed to ensure that staff compensation and benefits are aligned with UUA policies and guidelines. The budget development process should also prioritize appropriate professional development funding for staff.

3.2.3 Employee Handbook

Date Adopted: 7-13-2017

Date Last Amended: 6-16-2022

The Senior Minister will be responsible for maintaining an up-to-date Employee Handbook including matters not specifically addressed in these Board policies, ensuring that the church complies with legal requirements and denominational norms for employment practices.

The Employee Handbook and Board Policies regarding personnel matters will be reviewed by a Human Resources professional and an employment attorney at regular intervals. This should occur at least every five years and more frequently if significant internal changes are made or when changes in external laws require updating, so as to maintain a high level of confidence that the Church as an employer is in compliance with all applicable civil law and generally accepted HR practices.

3.2.3.1 Hiring Practices

The Senior Minister will ensure the development and implementation of practices for hiring that comply with all state and local laws governing nondiscrimination in hiring. In addition, these practices shall:

- Establish a high degree of fairness in the hiring process
- Strive to develop a diverse pool of candidates for each open staff position
- Inform and engage stakeholders who will interact with the position
- Evaluate candidates effectively and ensure appropriate background investigations and testing
- Notify the Board when a new employee is hired

3.2.3.2 Nondiscrimination

Decisions about recruiting, hiring, training, promotions, compensation, benefits, and all similar employment matters will be made based on qualifications and performance and will conform to all legal requirements regarding non-discrimination

3.2.3.2.1 8th Principle Commitment

All leadership actions, decisions, and communications in the congregation, from staff and from lay leaders, will reflect our 8th Principle commitment to actively and accountably being an anti-racist, anti-oppression, culturally inclusive, and class inclusive institution.

3.2.3.3 Harassment

The Church is committed to providing a work environment free of harassment. Harassment of any kind, including sexual harassment, is absolutely prohibited, and allegations of harassment will be reported and acted upon promptly. .

3.2.3.4 Grievances

The Church is dedicated to fair treatment of staff and providing a safe process for addressing grievances from staff, whether hired at will or by contract. Any grievance should be presented to the Senior Minister as head of staff in writing and should be specific, including the names of individuals involved and the names of any witnesses. The Senior Minister makes a decision. If the grievance is from the Senior Minister, they

should promptly report it to the Board President in writing. The Board officer will immediately initiate an investigation and recommend a response to the Board, who will then respond.

If a complaint is about the Senior Minister, the employee should start with the Senior Minister to resolve the issue. If desired, the complainant may ask a Board member or other third party to participate in the conversation. If this does not resolve the issue, then the staff member presents the grievance to the Board in writing.

A staff member who alleges that the decision violates law or Board policy to his or her detriment may present his or her grievance in writing to the Board, which shall immediately acknowledge the complaint in writing, and undertake an investigation and response. The resolution recommended by the Board will be final.

3.2.3.5 Whistleblower Protection

The Church prohibits retaliation against employees or other persons who in good faith report legal concerns.

3.2.3.6 Anti-Nepotism

The Church discourages the practice of nepotism.

3.2.4 Professional Self-care

Date Adopted: 3-15-2021

The Senior Minister will ensure all staff maintain appropriate self-care, including by maintaining membership in professional associations, and developing meaningful and mutually supportive collegial relationships.

3.3 Care for Members and Guests

Date Adopted: 7-13-2017

Date Last Amended: 6-16-2022

Foothills Unitarian church is committed to becoming an anti-racist, anti-oppressive, multi-cultural congregation that is culturally and class inclusive; sexual orientation and gender identity affirming; and is safe, supportive, and accessible to people of all abilities. The Senior Minister will promulgate written procedures for providing care for members and guests that strive to meet this commitment.

3.3.1 Path to Membership and Service

The Senior Minister is responsible for ensuring the provision of a clear path to membership and clear processes for engagement so that all who are interested in serving and building community feel encouraged, welcomed, and supported in becoming more deeply involved, and so that the congregation is well-served by prepared and well-resourced volunteers and lay leaders.

3.3.1.1 Leadership Development

The senior minister will ensure that leadership development structures are in place for recruiting and training interested members in the various roles and work needed to live out our mission, vision, and values.

3.3.1.2 Termination from Membership

Date Adopted: May 4, 2023

Per the Bylaws, a member shall be removed from the membership rolls in case of death, written request by the member, removal by a $\frac{2}{3}$ vote of the Board for actions that threaten the well-being of the congregation, or a period of inactivity as defined by Board Policy.

Ministry will keep the membership rolls current as a way to identify who is engaged and should be making decisions on budgeting and the governance of the church. Further, ministry will review the membership rolls annually as part of reporting our membership to the UUA.

Inactivity means the member is not actively participating in the life of the church. Examples of inactivity may include: not attending services or activities in person or virtually, not pledging or contributing to the church, and not responding to correspondence or contacts from the church for more than a year.

The ministry team will make a determination if the person who is inactive is eligible to be a Lifetime Member. Lifetime Members are those who have been long-term members but are unable to participate due to life circumstances, and they will not be removed from membership for inactivity.

The ministry team will attempt to re-engage inactive members, and will notify them in writing prior to removing them from the membership roll for inactivity, and include information about how to return as a member if desired.

3.3.2 Church Groups and Activities

In determining whether to sponsor new church groups and activities, the Senior Minister will review the stated purpose for alignment with the Mission, Values and Vision. Each sponsored group or activity will have an assigned staff contact that is kept aware of its activities, provides guidance, facilitates access to Church resources, and coordinates activities with other groups and activities. The Senior Minister will ensure a periodic review of the status of each Church group and activity to ensure ongoing alignment.

3.3.3 Health and Safety

The Senior Minister is responsible for taking all reasonable care to prevent harm to the members and guests who take part in Church activities or use Church property, and shall

have the power to take all necessary steps to deal with situations where such persons are at risk. The Senior Minister shall ensure that all facilities are maintained in a safe, sanitary, and secure condition; that required licenses and inspections are kept up to date; and that problems are corrected promptly.

3.3.3.1 Tobacco

Date Last Amended: 5-15-2019

Smoking or vaping of tobacco products is not allowed on any portion of the Church property at any time. This prohibition applies to any lighted or heated cigar, cigarette, pipe, hookah, or any other lighted or heated tobacco or plant product intended for inhalation, whether natural or synthetic, in any manner or in any form. This prohibition further applies to the use of an electronic smoking device which creates an aerosol or vapor, in any manner or in any form, such as an e-cigarette, e-cigar, e-pipe, e-hookah, or vape pen.

3.3.3.2 Alcohol

Date Last Amended: 5-15-2019

Alcohol consumption is allowed within civil laws and when integrated with a sponsored Church function. Regulations on alcohol use by renters and other non-Church groups will be developed and implemented by the Senior Minister and will ensure that any permitted use of alcohol is in compliance with applicable rules and regulations.

3.3.3.3 Marijuana

Date Adopted: 5-15-2019

Using marijuana in any way — smoking, eating or vaping — is not allowed on Church property at any time, consistent with Colorado law on marijuana use in public places.

3.3.3.4 Emergency Planning

The Senior Minister will create and maintain a written plan for responding to reasonably foreseeable emergencies such as medical emergencies, fire, toxic conditions, weather problems, threatening communications, power outages, and natural disasters.

3.3.3.5 Protection of Children and Vulnerable Adults

Because of the Church's special responsibility for children and youth in its care, the Senior Minister will establish clear, written procedures for the selection, training, and supervision of all Ministry team members who work with persons age eighteen and younger or any vulnerable adults, and will ensure that the procedures are consistently applied.

3.3.4 Covenantal Behavior

The well-being, strength, and reputation of the Church depend on a sense of fellowship among the members, guests, and staff, which thrives in an atmosphere of trust, respect,

and cooperation. The Senior Minister will ensure that staff, members, and guests are aware of and periodically reminded of Foothills' Covenant of Right Relations:

We covenant to build a religious community guided by love and sustained by respectful relationships which work towards the greater and common good. Believing that building healthy relationships is a spiritual practice, we aim to listen appreciatively, speak with care, express gratitude, honor and value our differences, and assume good intentions. We will communicate directly, honestly and compassionately, particularly when we are in conflict, and we will not expect to always get our own way. When we feel hurt or when we hurt others, we will try to forgive, make amends and connect in a spirit of love. In celebration of the common purpose that unites us, we will do our best to abide by this covenant.

The Senior Minister will ensure that the staff follows the Covenant of Right Relations in responding to congregants' concerns, and that concerns are responded to in a timely manner.

This Covenant applies to interactions that take place both in person and online, and between and amongst members, guests, staff, and volunteers.

3.3.4.1 Harassment and Destructive Behavior

The Church is committed to providing an environment free of harassment for staff, volunteers, members, and guests. Harassment of any kind, including sexual harassment, is absolutely prohibited, and allegations of harassment will be reported and acted upon promptly. The Senior Minister shall ensure that clear procedures for lodging and responding to complaints of harassment shall be developed and made accessible to staff, volunteers, members, and guests.

Destructive behavior is defined as any behavior that is dangerous, could be perceived as a threat, is disruptive to the functioning of congregational activities, or offensive and likely to diminish the congregation's appeal to members and guests. The senior minister shall develop and utilize policies to address repeated instances of destructive behavior from individuals, to protect the wellbeing and interests of the congregation as a whole.

3.3.4.2 Registered Sex Offender

The Senior Minister will establish written procedures for appropriate interactions with registered sex offenders to ensure the protection of children and vulnerable adults, and in accordance with our values to respect all individuals while providing a safe environment for all church participants.

3.3.5 Privacy policy

The Senior Minister will ensure that the agency of members, guests, volunteers and staff to determine what personal information they wish to share or to keep private is respected in all aspects of congregational life, including but not limited to personal data, photos, videos, and stories.

3.3.6 Firearms and Other Weapons

Date Last Amended: 2-15-2019

Firearms and other weapons are prohibited on Church grounds without prior authorization from the Board, except when carried by on-duty public law enforcement officials. Violation of this policy should be reported to any staff member immediately. The Senior Minister or his/her designee will request that the weapon be removed from the premises and will contact law enforcement if necessary to ensure compliance.

3.3.7 Building Security

The Senior Minister will ensure that procedures are in place to protect the building and other physical assets of the Church and to limit access to those who have legitimate cause for access.

3.3.8 Universal Access

The Senior Minister will ensure that the Church is accessible to all, meeting or exceeding all legal requirements. The Senior Minister will establish and implement procedures for a regular accessibility review of our properties, practices, activities, opportunities, and attitudes.

3.3.9 Whistleblower Protection

The Church prohibits adverse actions being taken against volunteers, or any member in retaliation for any good faith report of (a) a suspected violation of any law or local, state or federal rule or regulation, (b) mismanagement, (c) gross waste or misappropriation of Church funds or assets, (d) a suspected danger to public health and safety; or (e) other alleged wrongful conduct. Any person found to have so violated this policy will be disciplined, up to and including termination from employment or expulsion from Church membership. A member who believes they have been subject to adverse actions should report their concerns immediately to the Senior Minister or, if the concerns involve the Senior Minister, to the Board President.

3.3.10 Nondiscrimination

No one acting for the Church shall discriminate because of race, color, age, sex, marital status, sexual orientation, gender identity and expression, disability, national origin or ancestry, economic status, union membership, or political affiliation.

3.3.11 Complaints to the Board

It is the intent of the Board to be accessible and responsible to the congregation and other stakeholders, but it is not a function of the Board to resolve complaints or grievances that are not directly related to the Board's policy making and monitoring functions. Our Covenant of Right Relations requires that members first speak directly with the person who is most directly involved when they have a concern. Therefore, all complaints and grievances should first be addressed to the Minister or staff member directly responsible for the concern.

The Board as a body will only get involved in resolving a complaint about an issue if there is a violation of Board policy, or if there is reason to question the appropriateness or adequacy of existing policy (the process for responding to allegations of misconduct is separate, and detailed in section 3.1.4). In such situations, the Board will analyze and then resolve the problem, including creating or adjusting policy as needed.

When Board members (either individually or as a full Board) receive complaints from members of the congregation, the following process will be followed:

1. The Board shall determine whether the complaint falls under the guidelines outlined above. In cases where it is clear that Board involvement is not warranted, the Board president will direct the complainant to the appropriate party or process. In cases where there is lack of clarity about whether Board involvement is warranted, the Board member receiving the complaint shall consult first with the Board President, who may then consult with the full Board if they are also unclear.
2. In cases where Board involvement is warranted, the process shall be as follows:
 - a. Congregants shall present their concern in writing, and directly reference the elements of Board Policy that they believe are relevant.
 - b. Upon receipt of a complaint, the Board may create an ad hoc committee of the board to review it. They will have the authority to gather any information they deem necessary to assess the concern, including talking directly with the complainant and other involved parties. Their review will culminate in a report to the board, who will then determine the appropriate course of action.
 - c. In cases where the complaint involves board members, those board members will exempt themselves from the decision-making process.
 - d. The Board shall review and respond to complaints in writing within thirty days of receiving a written complaint. Board decisions shall be considered final.

3.4 Care for Material Resources

Date Adopted: 7-13-2017

Date Last Amended: 6-16-2022

The Senior Minister is accountable for the organization's financial performance and condition and for the planning, budgeting and management of the Church's financial and capital assets. These responsibilities will be carried out in a professional and prudent

manner and in ways consistent with the Church's mission, values, and vision, bylaws, and the Board policies.

3.4.1 Operating Budget

Each year, with sufficient time to present it to the congregation prior to the annual congregational budget approval meeting, the staff shall present a one-year operating budget for affirmation by the Board.

- Proposed budgets will be developed to operationalize the upcoming year's vision interpretation and implementation plan.
- The Senior Minister will, when presenting a budget, express an opinion about whether it is adequate to fulfill the vision interpretation for the coming year.

3.4.2 Accounting and Financial standards

The Senior Minister will be responsible for the handling of the Church's financial affairs, including procedures that ensure fiscally, environmentally, and socially responsible purchasing and limit the church's financial risk. The procedures will comply with the Bylaws of the Church and these Board Policies, and will meet generally accepted accounting principles.

Further, the senior minister shall maintain accounting that ensures operating reserves that are at least equivalent to two months of annualized monthly expenses.

3.4.3 Financial Oversight

Date Adopted: 4-15-2021

The Senior Minister shall establish a Finance Team composed of congregants with financial expertise to share responsibility and enhance transparency in financial oversight. This team will work with the Executive Team to provide redundancy and support in financial oversight.

3.4.4 Spending Authority

The Senior Minister holds a singular line of authority and responsibility for all church spending and accounts, and they shall ensure that expenditures are made in alignment in service of the Mission, Vision, and Values. This is accomplished primarily through alignment with the congregation-approved budget. Any deviations from the budget in excess of \$25,000 or single transfer of funds in excess of \$50,000 shall be reported to the Board. Any use of funds that deviates from the budget in excess of \$75,000 must be determined in partnership with the Board.

3.4.5 Credit Cards and Debt

Only the Congregation approves any new debt except credit cards. The Board authorizes refinancing of debt.

Staff members may be issued credit cards for the purpose of allowing staff members to make timely purchases in service of the Ministry's programs, and as a short-term cash-flow management tool. Any credit cards are intended to be paid off monthly.

3.4.6 Stewardship

The Senior Minister will ensure that fundraising activities occur to secure sufficient financial support from Foothills participants and members to fund the budget of the church.

3.4.7 Capital Campaign

The board is responsible for initiating any capital campaign. A capital campaign is an organized effort to collect substantial donations and other funds to finance major needs such as a building project, a major repair project, or to grow an endowment fund. The Senior Minister is responsible for operationalizing any capital campaign.

3.4.8 Endowment Fund

The board delegates to the Ministry responsibility for developing Endowment Fund policies and procedures for soliciting, accepting, managing, and disbursing contributions of cash, securities, and other tangible resources to build a fund in support of the mission, vision, and values of the congregation. The endowment fund shall only be invested in the UU Common Endowment Fund, with its professional asset management guided by UU socially responsible investment goals. The board's policy is to not spend the principal (contributions) to the endowment fund. These policies must comply with all relevant local and federal laws.

3.4.9 Acting as a Fiscal Agent or Sponsor

The Church may become a fiscal agent for another organization or a community fund for purposes that further the Congregation's mission. When a need for this arises, the Senior Minister will bring the goals for the sponsorship, the related procedures, and the projected impact on church resources to the Board for authorization. The Church Financial Handbook will include procedures to assure that the other organization's funds are administered appropriately.

3.4.10 Contracts

The Senior Minister has the authority to enter into contracts less than \$10,000 on behalf of the Church and designate signatory responsibility to Executive Team Staff as needed.

The Senior Minister, and only the Senior Minister, may enter into a contract that exceeds \$10,000 in total value. Any contract exceeding \$50,000 in total value or that requires a commitment of more than two years must be approved by the Board.

3.4.11 Asset Protection

The Senior Minister shall take all reasonable care to ensure that Church assets are protected from loss or theft including:

- Adequate insurance to protect against property losses, liability for injuries to others, corporate liability, personal liability of Board members and staff, honesty bond for all personnel with access to material amounts of funds.
- Maintenance of Church property and equipment to keep it in good working order, subject to reasonable wear and tear.

3.4.12 Information Retention and Distribution

The general principle will be that all church documents will be accessible to the members of the congregation except private personnel matters and legally restricted information.

- The Senior Minister is responsible for retaining and distributing the Church's intangible property, including intellectual property, electronic data, and paper files and protecting it from significant damage or loss.
- The Senior Minister shall maintain written procedures to govern the backup, retention, destruction and distribution of the Church's documents, giving definite retention periods for classes of financial, business, pastoral, personnel, governance, and corporate records in both paper and electronic form.
- The Board will develop standards regarding the creation, editing, retention and distribution of Board documents. The creation and editing of documents are the responsibility of the Board, and the retention and distribution of those documents are the responsibility of the Senior Minister.

As a covenantal congregation that has committed to receiving the truth, being transparent about violations, and taking action to protect and heal our community, we shall maintain a written history of our experiences of professional misconduct, as a record of our past, an understanding of the shared experiences that continue to shape us, and as one avenue for helping long-time, active congregants find their way to understanding and healing through this difficult chapter in our history. This information shall be held with care, shared in a sacred and covenantal manner, and with respect for the worth and dignity of all involved.

The Restoring Wholeness Committee's duties are described under Section 1.5 on Board committees.

3.4.13 Environment

The Senior Minister and the Board have a responsibility to act as stewards of our environment. To this end, whenever possible, the church will operate in ways that support environmental sustainability.

4 Oversight

4.1 Mission Focus

Date Adopted: 7-13-2017

Date Last Amended: 10-15-2020

The Board is expected to ensure that the Church's human and material resources are used for the benefit of its mission. The Board addresses this in two ways: by monitoring regular reports provided by the staff and by scheduled evaluation of the Church's progress toward accomplishing our Mission, Values, and Vision.

4.2 Monitoring

Date Adopted: 7-13-2017

Date Last Amended: 10-15-2020

The Senior Minister will provide regular written reports from the Staff to the Board. The reports will focus on progress towards accomplishing the Vision Interpretation and on compliance with Board policies. The standard of compliance will be "any reasonable interpretation" by the Senior Minister of the Board policy being monitored. These reports will also include communications and counsel from the Senior Minister, such as developments in the UUA of note, news from neighboring congregations, insights from newcomers to the congregation, and other helpful information for the board to know.

4.2.1 Monitoring Methods

Most policies will be monitored through internal reports from the Senior Minister, but the Board may also inquire into specific questions of policy compliance, organizational concerns, or other serious issues by appointing a Task Force or ad hoc committee, or by engaging an outside consultant, to assess some aspect of Church program or organizational functioning.

4.2.2 Programmatic Monitoring

On a schedule to be agreed upon by the Senior Minister and the Board and included in this policy book, the Senior Minister shall provide reports to the Board regarding progress towards accomplishing the Vision Interpretation and compliance with applicable Board policies. Each report will focus on selected areas of progress and compliance, so that over the course of a year the entire Vision Interpretation and all policies applicable to the Senior Minister are covered. A sample schedule is provided in the Appendix.

4.2.3 Financial Monitoring

On a schedule to be agreed upon by the Senior Minister and the Board and included in this policy book, the Senior Minister shall provide reports to the Board regarding the church's finances.

4.2.4 Internal Financial Review or External Financial Audit

At least once every five years, qualified professionals will be engaged to conduct audits of the Church's financial records and processes, as well as its HR policies, practices, and procedures.

The auditors' reports will be provided to the Board upon completion. In the years when no audit is performed, an internal financial review and an internal HR audit will be conducted in accordance with procedures identified in the relevant Ministry handbooks. These reports will also be provided to the Board upon completion.

Annually, the Senior Minister will provide the board with an audit of three employees' benefits and compensation, selecting employees on a rotating basis across years, to ensure compliance with UUA and Foothills policies.

4.3 Evaluation

Date Adopted: 7-13-2017

Date Last Amended: 6-17-2021

4.3.1 Ministry Evaluation

Annually, the Board will evaluate the Church's success or difficulties towards accomplishing the Vision Interpretation, through direct reporting and dialogue with the Senior Minister, whose information will summarize at least some degree of direct congregational feedback.

4.3.2 Board and Senior Minister Partnership Evaluation

Annually, the Senior Minister and the Board will together review their partnership and their effectiveness in their respective roles.

4.3.3 Evaluation of Ministry Teams

The Senior Minister will ensure that ministry teams engaged in ministry develop and work toward goals supportive of the Vision Interpretation and that they regularly evaluate their progress.

4.3.4 Senior Minister's Triennial Review

Every three years, the Board and Senior Minister will jointly appoint an ad hoc Review Committee mutually acceptable to the Board and the Senior Minister. Working together with the Senior Minister, the Committee will design and facilitate a process of providing comprehensive feedback to the Senior Minister, and produce a report for the Board.

In the years in which a triennial review is not being conducted, the senior minister's performance evaluation will consist of the annual review of progress made on that year's vision implementation.

4.3.5 Board and Board Committee Evaluation

Annually, the Board will review its compliance with Board policies on Governance and Oversight, in addition to the review of its effectiveness described in section 4.3.2. Board Committees will perform an annual self-evaluation in conjunction with the Board President to ensure their ongoing relevance and effectiveness. A schedule for this self-evaluation will be a part of this policy and a sample for this schedule is provided in the Appendix.

4.3.6 Policy and Bylaws Review and Revision

The Board will review the Board Policies and Church Bylaws at least once every five years. The Board will evaluate each policy to assess whether and the extent to which that policy furthers the mission and vision of the Church. The Board will evaluate the Bylaws to ensure that the Bylaws facilitate the Church's mission and ongoing ministry.

Proposals for Board Policy revisions will generally arise from the Board itself. Other church groups, members, or staff may suggest revisions by contacting the Board President directly.

Proposals for Board Policy revisions shall be introduced at one Board meeting for discussion only, and voted upon at a subsequent meeting of the Board in order to provide time for reflection and evaluation.

The Board will publish a list of revised policies annually, and will communicate directly with stakeholders who requested revisions in a timely manner.

Appendices

Foothills Bylaws ([link only](#))

Monitoring Schedule ([link only](#))

Sample Board Calendar ([link only](#))

Letter of Call: Rev. Gretchen Haley ([link only](#))

Letter of Call: Rev. Sean Neil-Barron ([link only](#))

Staff Handbook: Employee Handbook ([link only](#))

Staff Handbook: Operational Handbook ([link only](#))

Staff Handbook: Financial Handbook ([link only](#))

Board Handbook ([link only](#))

Glossary

By-laws - This is a legal document that is registered with the state. It specifies the rules on how the organization is going to operate. All Board policies must align with the By-Laws.

Committee - The term Committee is reserved for the established groups reporting to and authorized by the Board , while Teams report to the staff or other members of the ministry.

Executive Team - This Team includes the Ministers and any Senior Staff that the Senior Minister designates as part of the Executive Team. The Executive Team helps to develop and execute the Strategic Plan along with guiding the day to day operation of the church.

Minister, Assistant - Any minister that acts as an assistant to the Senior Minister.

Minister, Associate - A minister that is in a hired position, typically with a contract length.

Minister, Called - A minister that has been selected by the Congregation as a permanent moral guide. This is in contrast to a hired minister.

Minister, Interim - A temporary hired minister to facilitate a transition.

Minister, Senior - The minister designated as the lead minister. They operate much like a CEO (Corporate Executive Officer) of a company.

Ministry - Generally refers to the leaders and staff that work with the Senior Minister to accomplish the mission of the church.

Mission Statement – This is developed every 3 to 7 years by a special Committee created by the Board. They develop it by interactions with the Congregation, and Executive Team. It is then ratified by the Board and Congregation.

Officers - According to the Bylaws, the officers of the Church are: President, Treasurer, and Secretary but others may be added as needed.

Senior Staff - Is designated by the Senior Minister and is part of the Executive Team.

Task Force - For work that falls outside the scope of its standing committees, the Board can form Task Forces. These groups are typically time-limited, and can include both board members and lay leaders.

Team - The term Team is reserved for groups formed, reporting to, and authorized by the Ministry, while Committees report to the Board.

Board Member Job Descriptions Updated May 2023

Overview:

The Board of Trustees (“Board”) at Foothills Unitarian has three primary responsibilities. The first is to serve the Mission of this church. The Board is responsible for discerning, developing, and articulating the church’s mission and visionary goals in partnership with the ministry team. The mission should ultimately determine the Board’s decisions and actions.

The second responsibility is the fiduciary and legal responsibility to oversee the activities of the church (including care for people and property), ensuring that the church operates in compliance with applicable laws, regulations and accounting procedures. In its fiduciary role, the Board has full authority to direct the activities of the church except for matters specifically reserved to the membership, such as calling ministers, amending the Bylaws and approving the annual budget.

The third responsibility of the Board is governance. Under Foothills’ form of governance, referred to as “policy-based governance,” the Board is responsible for developing policies. Although the professional staff is responsible for developing and implementing programs and practices to achieve the mission and visionary goals, the Board is responsible for oversight and monitoring.

Board Member Responsibilities:

1. Prepare for and attend monthly Board meetings, congregational meetings and forums, and the annual retreat.
2. Provide vision and leadership to guide the church in the pursuit of its mission and annual vision of ministry.
3. Under our policy-based governance model, develop and monitor policies that include setting annual board priorities.
4. Hold legal and fiduciary responsibility, and ensure adequate funding to pursue the mission and annual vision of ministry.
5. Remain visible and accessible to members of the congregation in both structured and unstructured venues, actively engaging members in conversation about issues facing the church and the Board, and soliciting input and questions.

6. Monitor as described in the Foothills Unitarian Church Board Policies regarding Section 4, Oversight.
7. Adhere to the Board members' code of conduct contained in the Board's Governance Policy including disclosing conflicts of interests, speaking with one voice and abiding by the Board's covenant.
8. Serve on one or more Board Standing Committees and/or ad hoc committees.
9. Model generosity as a church leader by being willing to assist with fundraising activities and by making an annual pledge.
10. Participate in activities that strengthen relationships with stakeholders, including current and potential members and friends, but also professional staff; programs and church committees and teams; the Unitarian Universalist Association, Pacific Western Region, Mountain Desert District; and the neighborhood and wider community.
11. Become knowledgeable of the church's governing documents (e.g., Bylaws, Policies) and ensure the church is governed effectively and according to these documents.

Key Skills and Abilities:

Effective Board leadership under policy-based governance requires an emphasis on strategic leadership as opposed to management or administrative skills, comfortable with a clear distinction between Board and professional staff roles, and a willingness to be proactive rather than reactive. As set forth in Board Policy, the Board will direct and inspire the organization through the creation of a vision of ministry, ongoing discernment with the staff and congregation about these goals, and the establishment and monitoring of policies that create accountability and clarity about the achievement of these goals.

With this in mind, the following qualifications, skills and abilities are required to being an effective Board member:

1. Nominees for a Board member must be an active member of the congregation for at least one year.
2. Demonstrated commitment to the mission and goals of the church.
3. Demonstrated leadership ability and teamwork skills as evidenced by successful involvement in leadership positions within the church and/or other organizations.
4. Ability to take the "big picture view" that is focused on the future and help the congregation achieve the mission and goals of the church.
5. Knowledge of, or willingness to learn about, the policy-based governance model used to govern the church.

6. Ability to work with diverse points of view, and willing to offer opinions in an honest and constructive way, eager to engage with the congregation, fully committed to maintaining strict confidentiality where required.
7. Ability to wrestle with ambiguity and shades of gray.
8. Ability to contribute to the constructive resolution of challenging and complex issues.
9. Ability to be a well-differentiated leader and take an independent stand if necessary.
10. Ability to work collaboratively and to contribute to team building and team work.
11. Eager to engage with the congregation. Ability and willingness to listen to the needs, concerns and perspectives of stakeholders, while also remaining ultimately loyal to the mission, rather than what may be popular.
12. Ability to set aside one's personal needs and put the well-being of the church first at times when it may be necessary.
13. Ability to commit to a minimum of approximately 8 hours per month, and sometimes substantially more.
14. Engaged with the leadership development process with the leadership development ministry team.

Board Officer Details

The Board officers and their responsibilities are outlined in section 1.4 of the Board Policies.

Board Committee Charters

Nominating Committee Charter

Updated: May 2023

Purpose:

The Bylaws state that the duties of the Nominating Committee are to nominate candidates for all of the elective offices of the Church and to present these nominations to the congregation.

Composition and Term of Service:

The Bylaws state that the Nominating Committee shall have three members who are elected by the congregation for three-year terms, plus one Board Member liaison Trustee in a one-year renewable term.

Outcomes:

- Present a slate of candidates meeting the Board criteria for leadership needs in the upcoming year, at least 1 month prior to the congregational elections
- Present a slate of candidates for all of the elective offices of the church at the Congregational Meeting where elections are held.

Responsibilities:

1. Nominate a slate of candidates for all elective offices.
 - a. Per the By-laws, nominees for any elective office must be members of the church.
 - b. Consults with the Board to ascertain future leadership needs and criteria for open positions.
 - c. Consults with the Senior Minister and the Leadership Development team, and requests nominations from the congregation, to identify potential leaders with the required skills.
 - d. Continues our commitment to a transparent process allowing for congregational input and receiving suggestions for nominations from any source.
 - e. Ensures that nominations are based on qualifications and competencies rather than on personal relationships.
 - f. Creates a slate of nominees to present to the Board, and certifies to the Board that the criteria have been addressed and that the nomination process was compliant with Board policies.
 - g. Presents the slate of qualified nominees to the congregation.
2. Support leadership development within the congregation.
 - a. Stay up to date with the Board's needs for changing roles and emerging leadership needs
 - b. Work with the Senior Minister and Leadership Development Team to identify congregants who have demonstrated their commitment to personal growth, to leadership activities, and to the Foothills' mission and values; and who have the particular skills that are needed in a given year.
 - c. Use proactive communication practices throughout the year to share about leadership development opportunities created by the Leadership Development Team and open positions.

Policy Committee Charter

Date Revised: May 4, 2023

Purpose:

The Policy Committee is a working committee of Foothills Board of Trustees. It assists in focusing the Board on its governance role and in its efforts to ensure that the organization and governance of the Church serves its mission and members.

Composition and Terms of Service:

- The Policy Committee has two members and a Board of Trustees liaison.
- Members of the committee will select the chair.
- The Committee meets as needed.
- Each member serves a two year term that can be renewed.

Outcomes:

- Annual review and recommendations for Policies and Bylaws updates

Responsibilities:

1. As requested by the Board, reviews and makes recommendations on matters of procedure to determine if they are within the Ministry or Board of Trustees purview.
2. Reviews Bylaws for consistency with Church mission and vision and identifies potential changes for the Board to take to the congregation for a vote.
3. Maintains and updates the Board Policy Book.
 - a. Reviews the Policies to ensure they are consistent with Bylaws, they are clear and working effectively; and identifies needs for updates.
 - b. Recommends Policies to address new Policy needs identified by the Committee or the Board.
 - c. Maintains a revision history of Policy changes
4. Reviews proposed changes to manuals and policies to ensure Operational Manuals are aligned with Board Policy.
5. Educates the congregation about policy-based governance as needed.

Linkage Committee Charter Needs Updating

Date Adopted: May 4, 2023

Purpose:

The Linkage Committee assists the Board in maintaining its focus on the future. **Needs Updating**

Composition and Term of Service:

- The Linkage Committee has three to five members that may be members of the Board. At least one member must be a Board Member.
- Members of the committee will select the chair.
- The Committee meets as needed.
- Each member serves a two year term that can be renewed once.

Outcomes:

- Materials for the Board to develop capacity for future focus
- Planned Visioning Efforts

Responsibilities:**Needs Updating**

This committee helps to identify and, where appropriate, facilitate conversations between the Board and its sources of accountability and authority. It brings materials to the Board to help develop capacity for future focus, and takes the lead in planning for upcoming visioning efforts.

Restoring Wholeness Committee Charter:

Date Adopted: May 4, 2023

Purpose:

The Restoring Wholeness Committee tends to our history of misconduct.

Composition and Term of Service:

- The Restoring Wholeness Committee has three to five members with the Board President as Board liaison.
- The Senior Minister or their delegate is a member of this committee.
- Members of the committee will select the chair.
- The Committee meets as needed.
- Each member serves a two year term that can be renewed once.

Outcomes:

- Annual review of misconduct archives
- As needed support for congregational healing efforts.

Responsibilities:

- Partners with the Ministry to orient newcomers to our history
- Keeps the misconduct archives up-to-date for both historical purposes and to allow congregants to review them if they request it
- Leads congregational healing efforts, such as congregational educational efforts around healthy professional boundaries and our collective values, small group processing conversations, and being available to meet with church members who have questions about our history and response.