

First Unitarian Church of Oakland Board Policies

I. Preamble

This document, "First Unitarian Church of Oakland, Board Policies, is the complete set of board policies in effect. This document is comprised of five sections:

- I. Preamble
- II. Ends
- III. Executive Team Role and Limitations
- IV. Board Role and Limits
- V. Board and Executive Team Linkage

Preamble adopted October 25, 2005

II. Ends

The First Unitarian Church of Oakland is an intentionally multigenerational, multiracial, multicultural, antioppressive Unitarian Universalist religious community. We actively promote spiritual growth, fellowship, service, justice, stewardship, and evangelism.

A. **Spiritual Growth**

We practice spiritual growth that is challenging and enriching, and which inspires us to live Unitarian Universalist values.

B. **Fellowship**

We continue to expand our circle to include the whole human family in our multicultural congregation. Our religious community fosters development of meaningful relationships among people of all ages and backgrounds.

C. **Service**

We joyfully answer the call to minister to one another and to the world. We use our unique gifts to nurture and create beloved community within and beyond our walls.

D. **Justice**

Our congregation actively works to eliminate oppression, such as racism and heterosexism, to create a sustainable, just, and compassionate world.

E. **Stewardship**

We care for our congregation and our community by giving generously of our time, money, and talents.

F. **Evangelism**

We proclaim the good news of our faith and promote Unitarian Universalism in the wider community.

Ends Statements amended January 22, 2008

III. Executive Team Role and Limitations

The Executive Team shall not cause or allow any practice, activity, decision, or organizational circumstance that is in violation of our Unitarian Universalist principles, in violation of our Bylaws, in violation of our Mission Statement, in violation of commonly accepted business and professional ethics, imprudent, or in violation of any laws. In case of conflict among the above limitations, the Executive Team shall abide by them in the order listed and inform the Board.

A. Practices

Shared Ministry affirms the value and necessity of mutually affirmed visions, wisdom, capacities, skills and commitments of the laity and professional ministry in facilitating the mission of the congregation. The Executive Team shall not fail to:

1. Obtain consent of the Board before making material changes to any Associates Programs.
2. Empower congregants directly affected by programs and decisions by communicating with them in a timely fashion and soliciting appropriate feedback.
3. Delegate decision-making and authority to the appropriate levels enabled by the use, maintenance, and availability of written policies, charters, and job descriptions.
4. When appropriate, engage concerned members of the congregation in an open conversation regarding its deliberations.
5. In approving use of the name "First Unitarian Church of Oakland" publicly to endorse or support a position, person or event:
 - i. Reserve use of the name for issues that reflect a core value of the church, and are not already endorsed by a **local** organization or coalition of which the church is a member;
 - ii. Ensure that the issue has broad though not necessarily unanimous congregational support;
 - iii. Support committees and councils in exercising their right to support a position, person or event using the name of the committee or council.

Paragraph 5 added February, 2005

Teamwork: The Executive Team shall not:

1. Fail to speak as one voice to all parties to whom the Executive Team is responsible or over whom it has authority.
2. Fail to include and consult with each other on all material issues.
3. Fail to honor and support each other's views and positions.
4. Fail to support the recommendation of the senior minister or co-ministers when the Executive Team is evenly divided on an issue.

B. People and Personnel

Congregants: With respect to interactions with and among congregants, the Executive Team shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, that fail to provide appropriate confidentiality or privacy, or that fail to apply the standards of the Church's Mission and Ends and Unitarian Universalist principles. The Executive Team shall not:

1. Violate the confidentiality of member pledge information, except as required by members of the Operations Council and Canvass Committee to carry out their responsibilities.

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2. Fail to establish, publicize and follow written policies for processing member concerns and suggestions.

Staff and Volunteers: With respect to the treatment of paid staff and volunteers, the Executive Team may not cause or allow conditions that are unfair or undignified or that fail to apply the standards of the Church's Mission and Ends and Unitarian Universalist principles. The Executive Team shall not:

1. Discriminate against existing or potential staff based on race, creed, ethnicity, national origin, gender, physical disability, marital status, sexual orientation, or gender characteristics, identity or expression.
2. Subject staff or volunteers to unsafe or unhealthy conditions.
3. Fail to post in a prominent place current, established, internal complaint procedures or prevent staff from using them.
4. Operate without written personnel policies that clarify personnel rules for paid and volunteer staff, and provide for effective handling of grievances.
5. Fail to ensure that paid staff receive written reviews annually.
6. Fail to ensure that the Lead Convenor(s) receive regular, individual support and feedback sessions at least every six months.
7. Pay members for professional services, except by special approval of the Board.

Compensation and Benefits: With respect to compensation, employment, and benefits, the Executive Team shall not cause nor allow jeopardy to the fiscal integrity and public image of the Church. The Executive Team shall not:

1. Change the individual Executive Team members' compensation, benefits, and allocated professional expenses established by the Board. Where the Board has provided that the member shall receive the same benefits that other employees receive, the Executive Team does not violate this limitation when it changes the benefits that employees in general receive.
2. Promise or imply guaranteed employment.
3. Establish compensation and benefits which:
 - i. Provide less than (a) the minimum dollar amount for the position (or closest comparable position) specified in the UUA's most recent salary recommendations in effect for a congregation of the Church's size in Oakland, California, or (b) the minimum living wage specified in the "Oakland Living Wage Ordinance", Oakland, Cal. Municipal Code § 2.28.030(A), as amended, whichever is greater, plus a basic level of benefits.
 - ii. Exceed the Church's ability to pay.
4. Establish deferred or long-term compensation and benefits or long term obligations (beyond the current budget year) without approval of the Board.

Amended August 22, 2006

C. Financial Management:

Budgeting: Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Bylaws of the Church, the current Annual Plan, the Board's Ends or risk financial jeopardy. Accordingly,

1. To support the Board's work in setting an Annual Plan, the Executive Team shall not fail to provide the Board, a review of the major programs of the Church at the State of the Church review in September including input from all church Councils and the Executive Team's thoughts on goals for objectives for the upcoming year.

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2. The Executive Team shall not fail to provide to the Board a balanced budget proposal by November.

Financial Activities: With respect to the Church's actual ongoing financial activities, the Executive Team shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the Ends policies or the Annual Plan. Accordingly, the Executive Team shall not:

1. Expend or invest any funds restricted by the donor, the Board or the membership in a manner inconsistent with the restriction.
2. Expend funds inconsistently with the expenditure categories in the approved budget, except if authorized by the Bylaws, the Board or by membership vote.
3. Fail to notify the Board before incurring the Church or to propose to incur the Church in an amount greater than can be repaid by certain, otherwise unencumbered revenues within three months.
4. Allow cash to drop below the amount needed to meet payroll and debts in a timely manner.
5. Fail to inform the Board in writing concerning actual revenues and expenditures and appropriate comparisons and projections monthly.
6. Make any material purchases not provided for in either the capital expenditure or operational projections or in conflict with restrictions on the execution of contracts
7. Award any contract with a cost equal to or above \$10,000 without securing competitive bids
8. Receive, process, or disburse funds (e.g. collections, bookstore revenues, etc) without controls sufficient to meet generally accepted standards. These standards shall include, at a minimum, the following:
 - i. Requiring two signatures on all checks over \$500.
 - ii. Authorizing limited access to operating and investment accounts.
 - iii. Furnishing quarterly reports regarding the Church's investments to the Board
 - iv. Reconciling operating accounts monthly.
9. Fail to identify all annual, capital and special cause fund raising activities on behalf of the Church in the proposed budget. Furthermore, the Executive Team shall not fail to authorize and coordinate incremental fund raising on behalf of the Church.

Grants: No one other than the Executive Team or their express designees shall award any grant on behalf of the Church. The Executive Team and their express designees shall not award any grant that fails to serve the Ends and avoid unacceptable Means. The Executive Team or their express designees shall not:

1. Award any grant without express approval of the Board.
2. Fail to oversee the grant approval process.
3. Fail to collect, review and retain a written grant application.
4. Fail to collect, review and retain quarterly follow-up reports on grant activities.
5. Fail to consider the budgetary, staff, and facility impacts of the grant award.

No one other than the Executive Team or their express designees shall apply for any grant on behalf of the Church from outside funding agencies. The Executive Team and their express designees shall not apply for any grant that fails to serve the Ends and avoid unacceptable Means. The Executive Team or their express designees shall not:

1. Fail to oversee the grant application process.
2. Fail to collect, review and retain information about the grant application.
3. Fail to collect, review and retain quarterly follow-up reports on grant activities.
4. Fail to consider the budgetary, staff, and facility impacts of the grant application.

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Spending Contracts: No one other than the Executive Team or the Board President (or Vice President, in the President's absence) shall execute any contract on behalf of the Church. The Executive Team and their express designees shall not enter into any contractual arrangements that fail to serve the Ends and avoid unacceptable Means. The Executive Team or their express designees shall not fail to seek legal advice, when necessary, to interpret and assess contractual terms.

Approved April 25, 2006

Restricted Gifts: The Executive Team shall not accept any gift with restrictions that are contrary to the standards of the Church's Mission, Ends and the Unitarian Universalist principles.

D. Asset Management

Property and Equipment: The Executive Team shall not allow the assets or property of the Church to be unprotected, inadequately maintained or unnecessarily risked. The Executive Team or their express designees shall not:

1. Fail to adequately insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits. This paragraph does not require insurance for earthquakes.
2. Fail to preserve our historic building and other property by:
 - i. Subjecting plant and equipment to improper wear and tear or insufficient maintenance.
 - ii. Selling, purchasing, encumbering, or disposing of real property without advance authorization from the Board.
 - iii. Allowing alterations to the property that would violate its status as a national and state Historic Landmark.
3. Unnecessarily expose the Church, the Board, or staff to claims of liability or risk the Church's non-profit status.
4. Fail to develop and publicize and subsequently operate the building consistent with Building Use guidelines.

Fiduciary: The Executive Team shall not allow the fiduciary assets of the Church to be unprotected, inadequately maintained or unnecessarily risked. The Executive Team or their express designees shall not:

1. Fail to insure against corporate liability and personal liability of Board members and paid staff relating to Church business, taking into account pertinent statutory provisions for indemnification and exemptions applicable to California non-profit organizations.
2. Unnecessarily expose the Church, the Board or staff to claims of liability or risk the Church's non-profit status.
3. Fail to implement and adhere to this policy defining investment income and usage of funds:
 - i. It shall be the policy of the Church that the various Church funds be invested with a view to obtaining the maximum total return, from a combination of traditional income and appreciation of principal, including realized and unrealized capital gains, consistent with prudent concern for the preservation of principal. This policy may result in the investment of the Church's funds in a manner that will yield only modest traditional income.
 - ii. For those funds for which expenditures are limited to income, it shall be the policy of the Church to appropriate as income such reasonable portion of the net appreciation, realized and unrealized, in the fair value of the assets over the historic dollar value of the funds as may be available and necessary in

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order that the annual expenditures, including traditional income and appropriated appreciation, shall range from 4% to 6% of the value of the fund, as approved by the Board.

4. Invest operating capital in insecure instruments, including uninsured checking accounts or bonds or certificates of deposit of less than A (strong) rating (under Standard & Poor's rating system) or equivalent.
5. Fail to allocate Church funds in the following manner:
 - i. 25 to 35% in cash, bonds or the equivalent
 - ii. 15 to 25% in a broad market index mutual fund
 - iii. 15 to 25% in a growth mutual fund
 - iv. 25 to 35% in individual stocks

Asset Utilization: The Executive Team shall not fail to devote Church assets to endeavors that support the Ends and are congruent with Unitarian Universalist principles. The Executive Team or their express designees shall not:

1. Fail to use its best efforts to mobilize the Congregation and staff to fulfill the Church's mission and Unitarian Universalist principles.
2. Fail to welcome the Oakland community into the Church's sanctuary and center.
3. Fail to use its best efforts to increase and diversify the membership of the Church.

IV. Board Role and Limits

- A. The purpose of the Board of Trustees, on behalf of the Membership of the Church, is to see to it that the First Unitarian Church of Oakland (1) achieves the goals of its Mission Statement with appropriate use of its resources, and (2) avoids unacceptable actions and situations as defined in the Bylaws, the Ends and these Policies.
- B. The Board will govern with an emphasis on vision, encouragement of diversity in viewpoints, strategic leadership more than administrative or programmatic detail, clear distinction of Board and Executive Team roles, collective rather than individual decisions, focus on the future while learning from the past and present, and proactively rather than reactively. In this spirit, the Board will:
1. Focus chiefly on Ends, not on the administrative or programmatic Means of attaining those effects.
 2. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to policymaking principles, respect for defined roles, and to attendance. After subjects have been discussed and voted upon, both majority and minority will support the action taken and speak with one voice.
 3. Be accountable to the Congregation and other stakeholders for competent, conscientious, and effective accomplishment of its obligations as a body. It will allow no officer, individual, or committee of the Board to usurp this role or hinder effective governance process. Board members' interaction with the Executive Team or with staff must recognize the lack of authority in any individual member or subgroup of Board members.
 4. Board members' interaction with the public, press, or other entities must recognize the same limitations and the similar inability of any member, except the President, to speak for the Board.
- C. **Board Job Description:** The job of the Board is to represent and lead the Membership in determining and requiring appropriate organizational performance. These responsibilities are subject to provisions in the Bylaws defining the respective responsibilities of the Board, the Congregation, and the ministers. Consequently, the "products" or job contributions of the Board shall be:
1. The link between the Church and its stakeholders.
 2. Written governing policies that, at the broadest level, address each category of organizational decision.
 3. Hiring and determining the contract and the annual compensation, benefits, and professional expenses of a church manager, and entering into contract with and determining the total cost of ministry, annual compensation, benefits, and professional expenses of a called minister.
 4. For each member of the Executive Team receiving compensation from the Church, ensuring that the member's compensation is no less than (a) the minimum dollar amount for the position (or closest comparable position) specified in the UUA's most recent salary recommendations in effect for a congregation of our size in Oakland, California, or (b) the minimum living wage specified in the "Oakland Living Wage Ordinance", Oakland, Cal. Municipal Code § 2.28.030(A), as amended, whichever is greater, plus a basic level of benefits.

Section C amended August 22, 2006

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- D. Code of Conduct:** The Board commits itself and its members to ethical and businesslike conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly,
1. Board members must represent unconflicted loyalty to the interests of the Congregation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any member acting as an individual congregant.
 2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 3. There must be no self-dealing or any conduct of private business or personal services between any member and the Church except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.
 4. Board members must not use their positions to obtain for themselves, family members, or close associates employment within the Church.
 5. Should the Church consider a member and/or member's family member for employment, she/he must temporarily withdraw from Board deliberations, voting, and access to applicable Board information. Should an offer of employment be made to a family member, the member must offer to resign from Board service.
 6. Should a member be employed by the Church or act as a paid consultant, the member must offer to resign from Board service.
- E. President's Role:** The President assures the integrity of the Board's process, typically represents the Board to Members and outside parties, presides at meetings of the Board and of the Church membership, and fulfills other such duties or responsibilities as the Board or the Church may assign. Accordingly,
1. The job of the President is to ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Church.
 - i. Meeting discussion content will only be those issues that, according to Policy, clearly belong to the Board to decide, not to the Executive Team.
 - ii. Deliberation will be timely, fair, orderly, and thorough, but also efficient, limited to time, and kept to the point.
 - iii. Roberts' Rules will be observed, except where the Board has superseded them.
 2. The authority of the President consists of making decisions on behalf of the Board that fall within or are consistent with Policies on Governance Process and on Board-Executive Team Relationship.
 3. The President is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
 4. The President's authority does not extend to supervising or otherwise directing the Executive Team.
- F. Childcare:** To enable parents to serve as members, the Board will provide funding for childcare services as necessary during monthly Board meetings and semi-annual Board retreats.
- Section F added May 27, 2003*
- G. Board Committees:** The By-Laws enable and govern the establishment of Board Committees.
- H. Annual Priorities:** To inform the efforts of the board, minister(s), ET and lay leadership, the Board will create annual priorities for the church year. Accordingly,

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1. The Priorities will be developed each year by the annual Congregational Meeting so that they can be disseminated widely during the planning period for the upcoming church year.
2. In developing the Priorities, the Board will consider the Ends Policies, the by-laws and input gathered from the lay leadership, the settled minister(s) and the Executive Team over the course of the year.
3. The Board will actively encourage the Executive Team and lay leaders to embrace the priorities, support them in moving the priorities forward and refer to the priorities whenever appropriate and possible.
4. The Board shall make a formal report to the congregation on the progress made on the year's priorities at the annual meeting.

Adopted February 27, 2007

- I. Stewardship:** The Board actively supports fundraising activities in order to enable the mission of the church and support accomplishing the church's ends. Accordingly, the Board will support stewardship by accomplishing the following:

- 1 The Board establishes a Stewardship Committee. This Board committee forecasts annual stewardship pledge revenue and participates in the preparation of the annual budget with the Executive Team.
2. Board members actively support the annual Stewardship Drive, as visiting stewards or by adopting other canvassing roles as needed, and actively participate in other fundraising efforts at the best of their ability.
3. Board members provide stewardship giving at the best of their ability.
4. Board members actively encourage new congregational members to pledge financial support at the time of membership. Board members present at new member gatherings the needs and expectations of stewardship by congregational members and ask that new members pledge for the current year if they have not already done so. Board members follow up as needed with new members to gain their stewardship pledge.
5. Board members participate and provide support and leadership as needed in all other fundraising activities.

Amended February 26, 2008

- J. Delegates:** Delegates to the Unitarian Universalist Association General Assembly and delegates to the Pacific Central District Assembly shall be appointed by the Board. Pledging members of the congregation who would like to serve may submit a written statement of interest co-signed by 5 other pledging members to the Board President by the 3rd Tuesday in March for District Assembly and the 3rd Tuesday in April for General Assembly. Delegates serve terms of one year and are eligible for re-appointment.

Adopted October 24, 2006

- K. Complaints of violation of board policy:** If a congregant believes that in resolving a complaint or inquiry the Executive Team has violated Board limitations or ends policies, the congregant may state in writing the nature of the violation and request to bring the matter to the Board. The Board may:

1. Inform the Executive Team in writing that a policy was violated and consider recommending corrective action.
2. Amend or eliminate the existing policy.
3. Create a new policy.
4. Determine that no policy was violated and no change needed.

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Section K added March 22, 2005

- L. Treasurer's Role:** The Treasurer takes responsibility for leading the Board in its fiduciary responsibility. Accordingly,
1. The Treasurer will take the lead on development of Executive Team Role and Limits policy that pertains to financial matters. This will include the following:
 - i. Helping the Board discover its financial concerns
 - ii. Helping the Board convert those concerns into Limitations policy alternatives
 - iii. Ensuring that financial limitations policies are written in such a way that every Board member can easily understand them
 - iv. Developing monitoring strategies that ensure that these policies are being met
 2. The Treasurer will be available as a consultant to the Executive Team as it requests such consultancy in the following areas:
 - i. Development of long-term financial plan
 - ii. Development of investment strategies
 - iii. Review of cash flow
 3. The Treasurer will involve other people, either Board members or not, to help meet these responsibilities as the Treasurer and Board feel is appropriate and necessary.

Section L added April 25, 2006

V. Board and Executive Team Linkage

- A.** The Board will hold the Executive Team accountable for the operational organization, its achievements and conduct, and for operating under an annual strategic plan approved by the Board.
- B. The Executive Team:** The Executive Team shall consist of all called ministers, the Church Manager and one lay leader. The Board and Executive Team shall together develop a list of possible lay leaders who might serve. The Executive Team shall then recommend a lay leader from that list to the Board for its approval.

Adopted April 25, 2006

- C. Unity of Control:** Only decisions of the Board acting as a body are binding on the Executive Team.
 - 1. Decisions or instructions of individual Board members, officers, committees or Church members are not binding on the Executive Team except in rare instances when the Board has specifically authorized such exercise of authority.
 - 2. In the case of Board members or Board committees requesting information or assistance without Board authorization, the Executive Team is expected to decline such requests that require, in the Executive Team's opinion, a material amount of staff time or funds, or are disruptive.
- D. Accountability of Executive Team:** The Executive Team is the Board's principle link to operational achievement and conduct. Accordingly, all authority and accountability of volunteer and paid staff (including non-employee consultants) is considered by the Board to be the authority and accountability of the Executive Team.
 - 1. The Board will never give instructions to persons who report directly or indirectly to the Executive Team.
 - 2. The Board will refrain from evaluating, either formally or informally, any staff other than the Executive Team and all ministers.
 - 3. The Board will view Executive Team performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed Means will be viewed as successful Executive performance.
- E. Communication and Support of the Board:** The Executive Team shall not cause or allow the Board to be uninformed or unsupported in its work. The Executive Team shall not:
 - 1. Fail to submit monitoring data required by the Board in a timely, accurate, complete, and understandable fashion.
 - 2. Fail to present all other types of information to the Board in a manner that is timely, accurate, complete, concise, understandable, and facilitates decision-making.
 - 3. Fail to inform the Board in a timely manner of relevant trends, public policy initiatives, anticipated adverse media coverage, material external and internal changes, staffing decisions, and particularly changes in the assumptions upon which any Policy has previously been established.
 - 4. Fail to advise the Board if the Executive Team perceives the Board to be out of compliance with its own policies on Governance Process and Board-Executive Linkage, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the Executive Team.

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5. Fail to recommend changes in Policies, the need for which become known to them.
6. Fail to deal with the Board as a whole except when fulfilling individual requests for information, or responding to members duly charged by the Board.
7. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.

F. Delegation to the Executive Team: The Board's job is generally confined to establishing top-level policies, leaving implementation and subsidiary policy development to the Executive Team. Accordingly, the Board will instruct the Executive Team through written policies that prescribe the organizational Ends to be achieved and proscribe Means to be avoided, allowing the Executive Team to use any reasonable interpretation of these policies.

G. Monitoring E.T. Performance: Systematic and rigorous monitoring of Executive Team job performance will be solely in light of the expected Executive Team job outputs: organizational accomplishment of Policies on Ends, and organizational operation within the boundaries established in Policies on Executive Limitations.

1. Monitoring is simply to determine the degree to which Policies are being met. Data that do not do this will not be considered to be monitoring data. The Board will acquire monitoring data by one or more of three methods:
 - i. By internal report, in which the Executive Team discloses compliance information to the Board
 - ii. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Policies
 - iii. By direct Board inspection, in which a designated Board member or members, or the Board as a whole, assess compliance with the appropriate policy criteria. In every case, the standard for compliance shall be any reasonable Executive Team interpretation of the Policy being monitored.
2. All policies that instruct the Executive Team 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.

SCHEDULE OF REPORTS		
Report	Timing (due before Board's meeting of month indicated)	Content
Minister's Report	Monthly, Sep. - June (church program year)	Noteworthy matters in last month related to Ends/Annual Plan/policy issues
Church Manager Report	Bi-Monthly (February, April, June, August, October, December)	Significant budgetary, administrative and operational issues, particularly in relation to policy governance issues; and any significant changes in compensation or benefits
Executive Team Report	Bi-Monthly (February, April, June, August, October, December)	Important issues that need to be addressed or reported, particularly in relation to policy governance issues; treatment of congregants (complaints and functioning of complaint policy); and staffing/personnel updates, and any significant changes in personnel policies
Program Health Survey (Executive Team)	Yearly (February)	How are council and associates programs functioning and addressing Ends and Annual Priorities? Includes volunteer evaluation.

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Executive Teamwork (Executive Team)	Annually (February)	Self-evaluation of Executive Team
Budgeting (Executive Team)	Annually (October - December)	Present recommendations on salaries for members of the Executive Team in October; a preliminary estimate of the proposed budget and budget assumptions in November, and how the proposed budget addresses Ends and Annual Priorities; and present a final budget for approval in December
Financial Activities (Church Manager)	Monthly	Includes comparison of budget/actuals, any issues requiring Board action, any grant or contract activity
Asset Management/ Building Utilization (Executive Team)	Semi-annually (September & March)	What is the state of the building? Repairs and repair schedule; occupancy report (inside/outside group usage) every September; compliance with Shared Building Use guidelines
Urgent Matters (Executive Team)	As needed	Where the Executive Team concludes that the Board should be informed of a significant development sooner than the next regular report, the Executive Team shall timely notify the Board of the development by electronic mail, and incorporate the item as well in the next regular report.
Committee on Ministry's Report	Semi-Annually (February and September)	Report on any significant developments within the Committee on Ministry's charter, including the health of the congregation's shared ministry
Stewardship Committee's Report	Semi-annually (February and September)	Report on preparations for the annual canvas (September) and the success of the annual canvass (February)
Journey Toward Wholeness Transformation Team's Report	Semi-annually (February and September)	Report on any significant developments within the Transformation Team's charter, including progress in our Journey Towards Wholeness
Executive Team Responsibilities	As stated	Items identified in Section III, introductory statement; Section III, items 3, 5, and 8(iii); Section V, items 3, 7.

Schedule of Reports amended September 25, 2007

- H. Board and E.T. Complaint and Inquiry Process:** Complaints and inquiries shall be handled in accordance with the Church's Mission as stated in the Ends policies that encourage direct and open communications. The Board expects the Executive Team to resolve complaints and inquiries directly with the impacted party(ies), and to that end, the Executive Team will publish a complaint and inquiry process prominently in the Church and on the website. In the event a member or group believes the Executive Team resolution to a complaint or inquiry has violated current policy or is inconsistent with the Ends, the issue can be forwarded for consideration as a Board agenda item.
- I. Annual Review of the E.T.:** The Board will conduct an annual review of the Executive Team (procedure and timing to follow).
- J. Monitoring Board Performance:** The Board systematically will monitor its own performance, relative to its Governance Process and Board-Executive Linkage policies, by including a portion of these policies for review semi-annually.