

3 Operational Guidance and Requirements

PRIOR VERSION OF BOARD POLICIES FOR REFERENCE

- [3.1 Care and Administration of Personnel](#)
- [3.2 Care for Members and Guests](#)
- [3.3 Care for Material Resources](#)

3.1 Care and Administration of Personnel

PRIOR VERSION OF BOARD POLICIES FOR REFERENCE

As Head of Staff, the Senior Minister creates a culture of care for paid staff, supported by processes, procedures, and active involvement, including hiring, supervision, discharge, and termination of all paid staff.

3.1.1 Professional Conduct

The Senior Minister is responsible for the professional conduct of themselves and staff. If any individual violates the ethical or professional standards of practice applicable to their position, the Senior Minister investigates, takes action, and informs the Board.

The staff, including the Senior Minister, acts in the best interest of the Congregation and its Mission. They promptly report the existence of actual or potential conflicts of interest that arise to the Senior Minister (if staff) or to the Board (if the Senior Minister).

3.1.2 Compensation and Benefits

The Senior Minister ensures that compensation for all paid staff (excluding those under specific contracts) is reviewed annually as part of the budget process. The review process includes recommended adjustments as needed to ensure that staff compensation, benefits, and professional development funding are aligned with UUA policies and guidelines.

3.1.3 Hiring Limitations

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

With the exception of called ministers, all employees are employed “at will” within the meaning of Colorado employment regulations. Board approval is required for any employment contract that states otherwise.

3.1.4 Paying Congregants for Services

In general, the Congregation does not pay congregants for services provided to the Church on an ad-hoc basis in order to maintain the opportunity for people to share their gifts in service and avoid conflicts of interest.

The Senior Minister has the discretion to pay a congregant for services based on the congregant’s financial need, urgency of the work, and specialization of congregant skills to meet a particular Church need.

When the Senior Minister decides to pay a congregant for services, the Senior Minister reports the decision to the Board.

3.1.5 Honoring and Recognizing Religious Professionals

The Senior Minister may recommend honorary or special covenantal status - such as Community Minister or Minister Emerita/Emeritus - for Board approval, to recognize individuals whose service and values strengthen the Church’s mission.

These designations affirm a clear covenantal relationship and support ongoing clarity, respect, and alignment in any continued involvement with the Church.

3.2 Care for Members and Guests

PRIOR VERSION OF BOARD POLICIES FOR REFERENCE

The Senior Minister creates a culture of care for members and guests, supported by processes, procedures, and active involvement.

The Senior Minister informs the Board of significant health and safety issues related to care for members and guests in a timely manner, especially those that impact vulnerable populations.

3.2.1 Membership and Service

The Senior Minister ensures there is a clear path to membership and engagement so all are encouraged, welcomed, and supported in becoming more deeply involved, and so engaged volunteers and lay leaders can serve the Congregation.

3.2.1.1 Membership Rolls and Eligibility

The Senior Minister keeps the membership rolls current to identify who is engaged and is eligible to make decisions on budgeting and the governance of the Church, and reports membership numbers annually to the UUA.

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.

Members are considered inactive after more than one year of not attending services or activities in person or virtually, and/or not pledging or contributing to the Church (without requesting a financial hardship waiver).

The Senior Minister can designate long-term members who are unable to participate due to life circumstances as Lifetime Members to be retained as members despite inactivity.

3.2.2 Health and Safety

The Senior Minister takes all reasonable care to prevent harm to the members and guests who take part in Church activities or use Church property.

The Senior Minister ensures:

- The Church is physically accessible, meeting or exceeding all legal requirements, with facilities in a safe, sanitary, and secure condition.
- Firearms and other weapons are prohibited on Church grounds except when carried by on-duty public law enforcement officials.
- The Church has safety procedures and training to de-escalate situations including non-violent and trauma-informed methods in addition to the option of contacting law enforcement for support.
- The Church has an effective plan for responding to reasonably foreseeable emergencies such as medical incidents, behavioral or mental health crises, fire, toxic conditions, weather problems, power outages, and natural disasters, threatening communications, digital threats, data breaches, or online harassment.
- Procedures and practices are in place limiting tobacco, vaping, and controlled substance use, and for managing alcohol use within Church functions and by renters and other non-Church groups.

3.2.3 Preventing and Resolving Behavioral Issues

The Senior Minister promotes and lives out the Foothills' Covenant of Right Relations (1.1.5) with ministers, staff, members, volunteers and guests, and ensures ministers and staff do the same.

3.2.3.1 Harassment and Destructive Behavior

The Senior Minister promotes a culture free of harassment for staff, volunteers, members and guests, and is responsible to address instances of destructive behavior from individuals to protect the wellbeing and interests of the Congregation as a whole.

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.

3.2.3.2 Protection of Children and Vulnerable Adults

To protect children and vulnerable adults, the Senior Minister establishes and implements written procedures for the selection, training, and supervision of all Ministry team members who work with persons aged eighteen and younger or any vulnerable adults.

3.2.3.3 Process for Voicing Concerns

Whistleblower Protection - Staff or members need to report their concerns to the Senior Minister if they believe they have been subject to retaliation for a 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.

Minister and Staff Conduct - Staff or members need to contact the Senior Minister if they believe a minister or other professional working at the Church has violated their profession's code of conduct, or if the member or staff has a grievance about wrong or unfair treatment.

Escalation to the Board - Staff or members need to contact the Board President if they believe there is a violation of Board policy, if there is a question as to the sufficiency of existing policy, or if there is misconduct or a grievance that directly involves one of the Board members or the Senior Minister.

3.2.3.4 Congregational Healing

In the wake of any ministerial, staff, or lay leader misconduct, the Senior Minister tends to the health of the Congregation as a whole through pastoral work informed by principles of restorative justice, honesty, transparency, compassion, respect, and personal responsibility. If the misconduct involves the Senior Minister, the Board can enlist outside support.

3.2.4 Privacy Policy

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

3.3 Care for Material Resources

PRIOR VERSION OF BOARD POLICIES FOR REFERENCE

The Senior Minister is accountable for the organization's financial performance and condition, and for the planning, budgeting, and prudent management of the Church's financial and physical assets.

3.3.1 Financial Management

The Senior Minister is responsible for the handling of the Church's financial affairs, ensuring fiscally, environmentally, and socially responsible purchasing, limiting the Church's financial risk, and meeting generally accepted accounting principles.

The Senior Minister ensures operating reserves at least equivalent to two months of annualized monthly expenses.

3.3.1.1 Operating Budget

Each year prior to the Congregational budget approval meeting, the Senior Minister gets Board affirmation of an operating budget that fulfills the current Vision Interpretation.

3.3.1.2 Financial Oversight

The Senior Minister partners with a Finance Team composed of congregants with financial expertise to share responsibility and enhance transparency in financial oversight, reducing the risk of fraud, theft, or mismanagement.

3.3.1.3 Spending Authority

The Senior Minister is responsible for all Church spending and accounts, and ensures expenditures are made in service of the Mission, Vision, and Values and in alignment with the Congregation-approved budget.

The Senior Minister reports any deviations from the budget in excess of \$50,000 or single transfer of funds in excess of \$100,000 to the Board.

The Senior Minister must get approval from the Board for any use of funds that deviates from the budget in excess of \$100,000.

3.3.1.4 Contract Authority

The Senior Minister can delegate authority to staff to enter into contracts up to \$25,000.

The Senior Minister alone may enter into contracts that exceed \$25,000 in total value.

Board approval is required for any contract exceeding \$100,000 in total value or requiring a commitment of more than two years.

3.3.1.5 Credit Cards and Debt

The Senior Minister can authorize credit cards for staff to use for purchasing convenience and as a short-term cash-flow management tool.

Board approval is required for refinancing of debt.

Congregation approval is required for any new long-term debt.

3.3.2 Fundraising and Generosity Building

The Senior Minister ensures fundraising activities occur to secure sufficient financial support from Foothills' participants and members to fund the budget of the Church.

The Senior Minister may also seek other financial resources such as grants or donations from individuals or organizations outside of the Church that further the Mission, Values and Vision and align with the Church's non-profit status.

3.3.2.1 Capital Campaign

The Board initiates capital campaigns to finance major needs such as a building project, a major repair project, or to grow an endowment fund, and the Senior Minister operationalizes those campaigns.

3.3.2.2 Endowment Fund

The Senior Minister is responsible for soliciting, accepting, managing, and disbursing contributions of cash, securities, and other tangible resources to build an Endowment Fund in support of the

Mission, Vision, and Values of the Congregation.

The Endowment Fund is only invested in the UU Common Endowment Fund, with its professional asset management guided by UU socially responsible investment goals.

The Senior Minister cannot spend the principal (contributions) to the Endowment Fund without Board approval.

3.3.3 Asset Management and Stewardship

3.3.3.1 Asset Protection

The Senior Minister takes 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.
- Securing the building to limit access to those with legitimate needs.

3.3.3.2 Construction and Maintenance

For construction and maintenance projects under \$100,000, per policy 2.3 the Senior Minister may inform or consult with the Board where there is lasting change and/or potential Congregational impact.

For construction and maintenance projects over \$100,000, per policy 3.3.1.4 Board approval is required.

The Senior Minister is responsible for operationalizing construction and maintenance.

The Senior Minister provides an extra level of management and reporting to the Board for projects: with a budget of over \$100,000; requiring building permits; taking more than 3 months to complete; having an impact on the facilities functionality and/or ability to support the Church Mission; and/or having a significant risk of scope change.

- The Senior Minister may create a ministry team or hire external consultants to provide appropriate expertise and management, or get agreement with the Board if additional expertise is not necessary for the project.

- The Senior Minister returns to the Board for approval of scope changes exceeding 20% of total project cost or schedule.

At the start of the project, the Senior Minister and the Board agree on and document the frequency and types of project updates the Senior Minister will provide.

3.3.4 Information Retention and Distribution

In support of information retention and distribution, the Senior Minister:

- Ensures historical documents related to shared experiences important for congregational health are held with care, shared in a sacred and covenantal manner, and with respect for the worth and dignity of all involved.
- Ensures Church governing documents are accessible to the members of the Congregation upon request, including by-laws, Board policies, organizational guidance documents, Board meeting minutes, Congregational meeting minutes, audits and financial reports.
- Ensures sensitive documents are protected from unauthorized access, including pastoral care notes, financial pledges, personnel matters and legally restricted information.
- Retains and distributes the Church's intangible property, including intellectual property, electronic data, and paper files and protects it from significant damage or loss.
- Establishes and implements procedures to govern the backup, retention, destruction, and distribution of the Church's documents, giving definite retention periods for financial, business, pastoral, personnel, governance, corporate, and historical records in both paper and electronic form.

The Board manages the creation, editing, retention and distribution of Board documents and partners with the Senior Minister for the retention and distribution of those documents.

3.3.5 Acting as a Fiscal Agent or Sponsor

Board approval is required for Foothills to serve as fiscal agent for another organization or a community fund.

The Senior Minister brings the goals for how the sponsorship will further the Mission, and the projected impact on Church resources, to the Board for consideration and approval.

Once a fiscal agency is approved, the Senior Minister ensures the other organization's funds are administered appropriately.