

Birmingham Unitarian Church

Policy Governance

March 1, 2004

BUC Board Policies

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BUC Board Policies

I: Ends

Global Ends Statement

The mission of the Birmingham Unitarian Church is to provide an environment for Unitarian Universalists and like minded people to grow and prosper ethically, spiritually, intellectually, emotionally and socially, and to encourage congregants to contribute their time, talent and resources to the betterment of the society and world in which they live.

II: Executive Limitations

Global Executive Constraint

The executive shall not cause or allow any practice, activity, decision or organizational circumstance that is imprudent or in violation of commonly accepted business and professional ethics, nor shall the executive misuse or abuse the authority vested in that position, nor use methods of accomplishing Ends that are not in consonance with congregational and denominational values.

Policy #1: Treatment of Members, Friends, and Visitors

With respect to interactions with members, friends and visitors of the church (hereinafter referred to as “congregants”) the executive shall not allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality and privacy.

In this spirit, he or she shall not:

1. Elicit information from congregants for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing congregant information that fail to protect against improper access to the material elicited.
3. Fail to maintain facilities that provide a reasonable level of safety, upkeep, access and functionality.
4. Fail to inform congregants of this policy, or to provide a grievance process to those who feel they have not been reasonably accorded their rights under this policy.

II: Executive Limitations

Policy #2: Treatment of Staff

With respect to the treatment of professional staff and volunteers, the executive may not cause or allow conditions that are unfair, unsafe, unprofessional or undignified.

In this spirit, the executive shall not:

1. Operate outside of current employment laws.
2. Discriminate (as defined by city, state, and federal law) among existing or potential staff/volunteers on other than clearly job-related criteria, individual performance or individual qualifications.
3. Operate without written policies that clarify personnel rules, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
4. Operate without written job descriptions.
5. Fail to have an annual staff planning and review process.
6. Discriminate against any staff member for expressing an ethical dissent based upon a stated ethical principle.
7. Prevent staff from grieving to the board when:
 - a. Internal grievance processes have been exhausted and
 - b. The employee alleges that
 - i. Board policy has been violated to his or her detriment or
 - ii. Board policy does not adequately protect his or her human rights.
8. Fail to apply the standards of the church's mission, values and ends to interactions with staff.
9. Fail to acquaint staff with their rights under this policy.
10. Fail to act without a personnel committee made up of at least 3 church members.

II: Executive Limitations

Policy #3: Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the executive shall not cause or allow jeopardy to fiscal integrity or public image.

In this spirit, the executive shall not:

1. Change his or her compensation and benefits.
2. Promise or imply guaranteed employment.
3. Establish inequitable current compensation and benefits that deviate materially:
 - a. for the professional staff, from the UUA guidelines for a church of our size in a similar geographic wage area.
 - b. for support staff, from the local market for the skills employed.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - a. Incur unfunded liabilities.
 - b. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - c. Allow any employee to lose benefits already accrued.
5. Fail to act without a personnel committee made up of at least three church members.

Policy #4: Financial Planning and Budgeting

Financial Planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's Ends priorities or risk fiscal jeopardy.

In this spirit, the executive shall not:

1. allow budgeting that:
 - a. Contains too little information to enable credible:
 - i. projection of revenues and expenses,
 - ii. separation of capital and operational items,
 - iii. tracking of cash flow,
 - iv. and disclosure of planning assumptions.
 - b. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
 - c. Provides less for board needs during the year than is set forth in the Cost of Governance policy.
 - d. Fails to contain a process to build a cash reserve, by 2014 that is sufficient to account for the sum of three months operating expenses.
2. Fail to operate without a Budget and Finance Committee made up of at least 3 church members.

II: Executive Limitations

Policy #5: Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the executive shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in the Ends Policies.

In this spirit, the executive shall not:

1. Indebt the church nor enter into a contract that could indebt the church in an amount greater than 5% of the then current year's budget in any single transaction, nor greater than 10% of the then current year's budget in aggregate.
2. Authorize a line of credit without the approval of the Board of Trustees.
3. Use any endowment principal or long term reserve without approval of the Board of Trustees.
4. Conduct interfund shifting in amounts that deviate materially from the board's ends priorities.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
7. Acquire, encumber, or dispose of real property.
8. Fail to appropriately pursue unpaid pledges after a reasonable amount of time.
9. Fail to aggressively pursue unpaid non-pledge receivables after a reasonable amount of time.
10. Allow any conflict of interest to be present in the awarding of purchasing or other contracts.
11. Make any purchases not provided for in either the capital expenditure or operating projections. Make any purchase of over \$1,000 without at least two competitive bids.

II: Executive Limitations

Policy #6: Asset Protection

The executive shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

In this spirit, the executive shall not:

1. Fail to insure against significant theft and casualty loss to at least 80% of replacement value and against liability losses to staff and the organization
2. Fail to insure against corporate liability and personal liability of board members, taking into account pertinent statutory provisions for indemnification and exemptions applicable to non-profit organizations.
3. Allow unbonded personnel access to material amounts of funds unless covered under the church's "Protection Against Dishonesty" coverage.
4. Subject facilities, premises and equipment to improper wear and tear or insufficient maintenance.
5. Unnecessarily expose the organization, its board, or staff to claims of liability.
6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Receive, process or disperse funds under controls that are insufficient to meet the board-appointed auditor's standards.
8. Invest or hold operating capital in insecure instruments.
9. Fail to operate without an Audit/Risk Management committee made up of at least three church members.

II: Executive Limitations

Policy #7: Communication and Support to the Board

The executive shall not permit the board to be uninformed, misinformed or unsupported in its work.

In this spirit, the executive shall not:

1. Neglect to submit monitoring information required by the board in a timely, accurate, and understandable fashion, directly addressing provisions of board policies being monitored.
2. Fail to advise the board of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has been previously established.
3. Fail to advise the board if, in the executive's opinion, the board is not in compliance with its own policies on Governance Process and Board Linkage, particularly in the case of board behavior that is detrimental to the working relationship between the board and the executive.
4. Fail to marshal for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.
5. Present information in unnecessarily complex or lengthy form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
6. Fail to provide a mechanism for official board, officer or committee communications.
7. Fail to deal with the board as a whole except when (a) fulfilling requests for information or (b) responding to officers or committees duly charged by the board.
8. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the board.
9. Fail to supply for the consent agenda all items delegated to the executive yet required by law or contract to be board-approved, along with monitoring assurance pertaining thereto.

Policy #8: Ends Focus of Grants or Contract

The executive may not enter into any grant or contract arrangements on behalf of the church that fail to emphasize primarily the production of Ends and, secondarily, the avoidance of unacceptable means.

In this spirit, the executive shall not:

1. Allow grant funds to be used in imprudent, unlawful or unethical ways.
2. Fail to assess and consider a grant applicant's or contractor's capability to produce targeted and efficient results.

II: Executive Limitations

Policy #9: Emergency Executive Succession

In order to protect the church and board from sudden loss of executive services, the executive shall not fail to designate at least one other professional staff member familiar with board and executive issues and processes.

Policy #10: Denominational Associations

The executive shall not fail to maintain Birmingham Unitarian Church as a certified voting member of the Universalist Unitarian Association and the Heartland District of the UUA.

Policy #11: Endowment Funds

The executive shall not allow endowment funds to be imprudently invested. Endowment income from BUC's general endowment fund shall not be used primarily to sustain the current church internal operations since current church operations and staffing levels are obligations of the current congregation, but rather to build the church of the future. That is, endowment income shall not be used primarily for purposes other than carrying out the prophetic vision of this church into the community, the society and the world.

In this spirit, the executive shall not:

1. allow the church-directed endowment funds to be invested outside of the guidelines established in the endowment committee Investment Policy Statement.
2. allow annual distributions from the endowment funds of greater than the following percentages:
 - 2%--General Endowment Fund, when year-end balance is \$100,000-\$250,000
 - 3%--General Endowment Fund, when year-end balance is \$250,000-\$500,000
 - 4%--General Endowment Fund, when year-end balance is \$500,000-\$1,000,000
 - 5%--General Endowment Fund, when year-end balance is more than \$1,000,000
 - 5%--Music Endowment Fund
 - 5%--Memorial Glen Endowment Fund; however, if past annual disbursements have not been requested or paid out, those past distributions may be added to the current year's disbursement.
3. allow Music Endowment Fund distributions to be placed into any account other than the Special Music account.

II: Executive Limitations

Policy #11: Endowment Funds (continued)

4. allow Memorial Glen Endowment Fund distributions to be used for any purpose other than maintenance or improvement of the Memorial Glen, unless the Memorial Glen committee makes a specific and reasonable request for the funds to be directed elsewhere, and as long as such request does not jeopardize the integrity of that fund to fulfill its stated purpose.
5. allow general endowment fund annual disbursements to be used for any purposes other than the following, as indicated:
 - *Social Outreach Programs* — These are action-oriented programs that are directly involved in helping those in need, making society more just, and/or assisting in the sustainability or the “interdependent web of existence.”
 - *Unitarian Universalist Outreach Programs* — These are programs that spread the central messages of Unitarian Universalism in the community, society and the world, and which make this church a beacon of Unitarian Universalist values in the community and the denomination.
 - *Building and Grounds Upkeep and Maintenance* — Use of an endowment in this area may seem to be inwardly directed. However, this use of the endowment, to provide a secure physical infrastructure, allows the congregation to focus its energy and resources on current programs and initiatives that will affect the congregants and the community. Excluded from this area are any significant new building projects, because they should be designed and supported by the then-current church community.
6. allow more than 50% of the general endowment fund annual disbursements to be placed into the building and grounds budget category.

III: Governance Process

Global Governance Commitment

The Board of Trustees (the “board”) of the Birmingham Unitarian Church (the “Church”) will act in behalf of the Church’s congregants to promote the accomplishment of the church’s mission and prevent unacceptable activities and conditions within the Church.

Policy #1: Governing Style

The board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity of viewpoints, (3) strategic leadership rather than administrative detail, (4) clear distinction for board and chief executive roles, (5) collective rather than individual decisions, (6) future rather than past of present, and (7) proactivity rather than reactivity.

In this spirit the board will:

1. Focus chiefly on intended long-term values and impacts (ends), not on the administrative or programmatic means of attaining those effects.
2. Be an initiator of policy, not merely a reactor to staff initiatives.
3. Direct, control and inspire the organization through the careful establishment of the broadest organizational values and perspectives (policies). Policies will address:
 - a. Ends: what benefits for which needs at what cost,
 - b. Executive limitations: boundaries of prudence and ethics to be observed by the executive, professional staff and volunteers,
 - c. Governance Process: board roles and responsibilities and
 - d. Board/executive relationship: linkage and interactions between the board and the executive.
4. Enforce whatever discipline is needed to govern with excellence. Discipline will apply to policy making principles, respect for defined roles and attendance. After subjects have been discussed and voted upon, all will support the action taken and speak with one voice.
5. Be accountable to the congregation and other stakeholders for competent, conscientious and effective accomplishment of it’s obligations as a body. It will allow no officer, individual or committee of the board to usurp this role or hinder this discipline.
6. Monitor and regularly discuss the board’s own process and performance. The board, not the staff or executive, will be responsible for board performance.
7. Ensure the continuity of board improvements through systematic treatment of its own institutional memory.

III: Governance Process

Policy #2: Board Job Description

The job of the board is to represent the Birmingham Unitarian Church in determining appropriate organizational performance and assuring that it occurs.

In this spirit,

1. The board is the link between the executive and the congregants.
2. The board will produce written governing policies that, in the broadest levels, address each category of organizational decision:
 - a. Ends: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - b. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c. Governance Process: Specification of how the board conceives, carries out and monitors its own tasks.
 - d. Board-Executive Linkage: How authority is delegated and how its proper use monitored.
3. The board will assure executive performance against policies in 2(a) and 2(b).

III: Governance Process

Policy #3: Chairperson's Role

As per the Constitution, the president of the congregation serves as the chairperson of the board. The chairperson assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.

In this spirit,

1. The job result of the chairperson is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will address only those issues which, according to board policy, clearly belong to the board to decide, not the executive.
 - b. Deliberation will be fair, open, and thorough but also timely, orderly and kept to the point.
 - c. Robert's Rules are observed except where the board has suspended them.
2. The authority of the chairperson consists of making decisions that fall within topics covered by the board policies on Governance process and Board-Executive Linkage, except where the board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The chairperson is empowered to chair board meetings, with all of the commonly accepted power of that position (for example, ruling, recognizing).
 - b. The chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the executive.
 - c. The chairperson may represent the board to outside parties in announcing board stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - d. The chairperson may delegate this authority but remains accountable for its use.

III: Governance Process

Policy #4: Board Members' Code of Conduct

The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

In this spirit,

1. Members must represent unconflicted loyalty to the interest of the congregants. This accountability supercedes any conflicting loyalty such as that to advocacy or interest groups and congregants on other boards or staffs. It also supersedes the personal interest of any board member acting as a consumer of the church's services.
2. Members must avoid conflict of interest or any appearance of conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any board member and the church administration (executive and staff) except that which is procedurally controlled, in order to assure openness, competitive opportunity, and equal access to inside information.
 - b. When the board is to decide upon an issue about which a board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but, also from the deliberation, by leaving the meeting.
 - c. Board members must not use their positions to obtain church employment for themselves, family members, or close associates. Should a member desire such employment, he or she must first resign from the board.
3. Members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - a. The board speaks with one voice or not at all. Board members may, outside of the board meeting, divulge their dissent with a decision, but shall support the board's decision and shall not act in any way to undermine that decision.
 - b. Members' interaction with the executive or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
 - c. Members' interaction with public press or other outside entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
 - d. Members will take no action nor give voice to individual judgments about executive or staff performance.
 - e. Members will make no judgments of the executive or staff performance except as that performance is assessed against explicit board policies by a formal evaluation process.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

III: Governance Process

Policy #5: Board Committee Principles

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from the board to the executive.

In this spirit,

1. Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board in preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have dealings with current staff operations.
2. Board committees may not speak or act for the board except when formally given such authority by board action or controlling documents of the church for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the executive.
3. Board committees cannot exercise authority over staff. Because the executive works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same topic.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the executive.

Policy #6: Board Internal Communications

Communications from the board leadership to board members and among board members will be clear and expedient. Care will be taken to ensure that board members are not excluded or disadvantaged by internal communications policies.

III: Governance Process

Policy #7: Cost of Governance

Because poor governance costs more than learning to govern well, the board will invest in its governing capacity.

In this spirit,

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
2. Training and retraining will be used liberally to orient new members and candidates for new membership, as well as to maintain and increase existing members' skills and understandings.
3. Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
4. Outreach mechanisms will be used as needed to insure the board's ability to listen to congregational viewpoints and values.
5. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability. The amount will be decided for each fiscal year prior to the approval of that year's budget.

Policy #8: Document Management (Not Approved Yet)

Policy #9: Adoption and Modification of Policies

These Board Policies may be revised by the consensus of the Board of Trustees at any time. Proposed changes must be submitted no less than 21 days before adoption and fully communicated to all board members. In instances where consensus cannot be reached, policies may be changed by a majority vote of the Board of Trustees.

Policy #10: Agenda Planning (Not Approved Yet)

IV. Board-Executive Linkage

Global Board-Executive Linkage

The board's sole official connection to the operational organization, its achievements and conduct, will be through the executive.

Policy #1: Unity of Control

Only decisions of the board acting as a body are binding on the executive.

In this spirit:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the executive 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 staff assistance without board authorization, the executive can refuse such requests that require, in the executive's opinion, a material amount of staff time or funds, or are disruptive.

Policy #2: Accountability of the Executive

The executive is the board's only link to operational achievement and conduct, so that all authority and accountability of staff and volunteer committees, as far as the board is concerned, is considered the authority and accountability of the executive.

In this spirit:

1. The board will never give instructions to persons who report directly or indirectly to the executive.
2. The board will refrain from evaluating, either formally or informally, any professional staff other than the executive.
3. The board will view executive performance as identical to organizational performance, so that organizational accomplishment of board-stated ends and avoidance of board-prohibited means will be viewed as successful executive performance.

IV. Board-Executive Linkage

Policy #3: Delegation to the Executive

The board will delegate authority to the executive through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the executive to use any reasonable interpretation of these policies.

In this spirit:

1. The board will develop policies instructing the executive to achieve certain results, for certain recipients, utilizing specified resources. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The board will develop policies that limit the latitude the executive may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the executive uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the executive is authorized to establish any further policies, make any decisions, take any actions, establish any practices, and develop any activities.
4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and executive domains. By doing so, the board changes the latitude of choice given to the executive. But as long as any particular delegation to the executive is in place, the board will respect and support the executive's choices.

Policy #4: Intentional Policy Violation

Should the executive deem it necessary to violate board policy, he or she shall inform the board chairperson or another trustee if the board chairperson is not available. Informing is to simply guarantee that no violation is intentionally kept from the board, not to request approval. Trustee response, either approving or disapproving, does not exempt the executive from subsequent board judgment of the action nor does it impede the executive decision.

IV. Board-Executive Linkage

Policy #5: Monitoring Executive Performance

Executive performance will be systematically and rigorously monitored. The performance will be measured against the expected executive job outputs, which consist only of organizational accomplishment of board policies on Ends and organizational operation within the boundaries established on Executive Limitations. The board, in monitoring, will use a minimum of board time so that meetings can be used to create the future rather than review the past.

In this spirit:

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information that does not do this will not be considered to be monitoring.
2. A given policy may be monitored by one of more of the following three methods:
 - A. Internal report: Disclosure of the compliance information to the board from the executive.
 - B. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board. External is defined as someone outside of the church.
 - C. Direct board inspection: Discovery of compliance information by a designated trustee, a board committee, or the board as a whole or an agent of the board. This is a board inspection of documents, activities, or circumstances directed by the board that assesses the compliance with the appropriate assessment criteria.
3. In every case, the standard for compliance shall be any reasonable executive interpretation of the board policy being monitored.
4. Each Ends and Executive Limitation policy 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. As often as possible these reports should be included in the board mailing for regularly scheduled board meetings so that trustees may thoroughly review them prior to the meeting.

IV. Board-Executive Linkage

Policy #5: Monitoring Executive Performance (continued)

<u>POLICY</u>	<u>METHOD</u>	<u>FREQUENCY</u>
Treatment of Members, Friends, and Visitors	Internal	Semi-annual
Treatment of Staff	Internal Direct Inspection	Quarterly Annual
Compensation and Benefits	Internal	Annual
Financial Planning and Budgeting	Internal Direct Inspection	Quarterly Annual
Financial Condition and Activities	Internal External Report Direct Inspection	Monthly TBD Annual
Asset Protection	Internal Direct Inspection	Semi-annual Annual
Communication and Support to the Board	Direct Inspection	Semi-annual
Ends Focus of Grants or Contract	Internal	Annual
Emergency Executive Succession	Internal	Annual

Any other policy shall be monitored by internal report each calendar quarter.

Compilation of Reporting Schedule:

Monthly internal reports: Financial condition and activities, *Ends*.

Quarterly internal reports: Treatment of staff, financial planning and budgeting,

Semi-annual internal reports: Treatment of members, friends and visitors, asset protection.

Semi-annual direct inspection: Communication and support to the board.

Annual internal reports: Compensation and benefits, Ends Focus of Grants or Contract, Emergency Executive Succession, All *Ends*.

Annual direct inspection: Treatment of Staff, Financial Planning and Budgeting, Financial Condition and Activities, Asset Protection.

TBD external reports: Financial condition and activities (board arranged audit).

IV. Board-Executive Linkage

Policy #6: Disciplinary Policy

The board will pursue the following process in the event that it determines a policy violation has occurred and it judges the degree and seriousness of the violation warrants initiating a disciplinary process. Warnings will be noted as such in writing in the executive personnel file, to establish appropriate documentation of said step:

1. Verbal warning - This requires more frequent monitoring of the violated policy. The executive will present to the board at the next board meeting (via the board mailing prior to the meeting) his or her plan to remediate the violated policy.
2. First written warning - This step will be taken if there is no noticeable improvement in the executive's willingness and/or ability to refrain from the policy violation following a reasonable period of time for the executive to implement changes and for the board to monitor them.
3. Second written warning - This step will be taken if the policy violation continues. The board at this point may also determine whether to notify the congregation, the means of doing so, and the content of the communication.
4. Unless the individual is a called minister, the board will determine whether to suspend (with or without pay) or to terminate the individual as executive for continued policy violations. This requires a 2/3 vote of the board. If the executive is a called minister, the board will make a decision to terminate the called minister as executive for continued policy violation. The board will meet with the minister to determine how to address his or her departure as executive.