

The Community Church of Chapel Hill Unitarian Universalist
Minutes of Board Retreat of January 28-29, 2011

FIRST SESSION: JANUARY 28, 2011

Present: Kari Andrade, Eleanor Armstrong, S.A.M. Brooks, Mariana Fiorentino, Steve Marshall, Paige Smith, Maggie Scarborough, Jim Siplon, Josh Socolar, George Thompson, Bob Weston

Ex Officio: Maj-Britt Johnson, Scott Provan

Minutes: Laurence Kirsch

Paige Smith called the meeting to order at 7:03 pm. She announced that Karen Abbotts has resigned from the Board. Kari Andrade lit the chalice and read a passage from *Serving With Grace* about the sacred being discoverable everywhere.

LAY LEADERSHIP AS SPIRITUAL PRACTICE

Maj-Britt read about service on the Board as a path to spiritual growth. Then, each Board member addressed a series of questions about their spiritual practices, growing edges, and approaches to work. Paige also addressed how she sees her role as Chair.

VISION OF MINISTRY FOR 2011-2012

Maj-Britt provided a Vision for Ministry and Management, which is attached hereto. The vision includes continuation of existing programs and inauguration of new programs, the latter of which are Small Group Ministries (connecting to particular theological or spiritual orientations, such as Buddhism and Judaism) and Community Spiritual Practice (sharing of spiritual practices). She also spoke about leadership training so that members of the church feel more comfortable about accepting leadership positions.

Maj-Britt said that it is difficult for members to create new ways of serving the world because the two present social action groups are already fully committed. She therefore suggests creation of a Faith in Ministry Council that would: a) help the congregation identify new issues that the church would pursue; and b) help individuals figure out how they can put their ideas for social progress into action.

Scott expressed enthusiasm for Maj-Britt's ideas, but asked why existing groups (e.g., Peace & Justice, Community Services) couldn't do what the Faith in Ministry Council is supposed to do. He wonders if this Council would be an umbrella for our social action groups. Maj-Britt replied that the existing groups have particular areas of concern that do not include all of the issues that our church could address.

Mariana said that it is important not to dilute our resources among too many efforts, so our focus needs to be on a few visible efforts. Jim pointed out that we need to think about how the

strategic plan would connect with this social action effort, and that there may be staff time needed to back such efforts. Maj-Britt said that we do not presently have resources to devote staff to this effort, but it is possible that we may have sufficient resources in the course of a five-year plan.

Maj-Britt wants to turn the Church Council into a real Ministry Council. She thinks that this requires leadership training for the ministry chairs.

Maj-Britt said that she wants a half-time caring minister, but since we don't have budget, she instead proposes a Caring Ministry Staff member. She also wants a Membership Coordinator position. Mariana asked if five hours per week are enough for the Caring Ministry Staff position, and Maj-Britt said that it is sufficient for coordination but not care.

Maggie said that she thought that the Board's role is discernment under the new governance model. Paige said that we're looking at discernment in different ways, that part of our vision for this year is to help the congregation put its faith into action, and that while the Board creates a mechanism for the congregation to express itself, it is the congregation that creates the actual goals.

ADJOURNMENT

Kari, claiming to have "stolen" her reading from a high school student's presentation at a UU General Assembly, read about how words can hurt others, and that we really need to hear each other.

The meeting adjourned at 9:10 pm.

SECOND SESSION: JANUARY 29, 2011

Present: Kari Andrade, Eleanor Armstrong, S.A.M. Brooks, Mariana Fiorentino, Steve Marshall, Paige Smith, Maggie Scarborough, Jim Siplon, Josh Socolar, George Thompson, Bob Weston

Ex Officio: Maj-Britt Johnson, Scott Provan

Visitors (for the Trial Year Roles session): Barbara Chapman, Susan McDaniel, Susan Spalt

Minutes: Laurence Kirsch

Paige Smith called the meeting to order at 9:03 am. Steve Marshall lit the chalice and read about patience in finding answers, as related by Rainer Maria Rilke in *Letters to a Young Poet*.

VISION OF MINISTRY FOR 2011-2012

Paige read from Hotchkiss about the importance of governance reflecting the will of the congregation.

Maj-Britt presented three ideas for this year, how to implement our goals: two programs she named yesterday (in the attached Vision statement), and redefining the membership coordinator

job. Josh said that the vision itself, as distinct from a set of proposed actions designed to achieve it, was not entirely clear to him.

Regarding membership coordination, knowing who members are, and what they need: Maj-Britt said there are core of members who are really involved, a second core who partake as they wish, and then those who come on Sunday. George gave an example of a person was very active but then disappeared, possibly because he needed support that he didn't get. Sam noted that we have some older members with a long history with the church who just come on Sundays, and we need a way to make them feel that they belong. Paige said we need variety of programs and opportunities to meet the needs of different people, and that we need to stay focused on whose lives we want to change in the next year. Maj-Britt said that we need to have all-year long stewardship campaign, not merely for money but to take care of people. Mariana suggested that the Board could call/touch people and say hello.

Jim said that we're all trying to interpret the three-stage mission statement, and that while Maj-Britt is focused on growing one aspect of it (being better stewards of our members), we need a plan that encompasses all three, wonders if we want strategically to focus on only on aspect. Are we here for the people who are here today, or for the larger community that is trying to grow? Paige said that we need strategic plan, but for this year we need to stabilize at our income level, so we need a vision that will allow us to move forward without spending much extra money. Josh said that the vision is to keep doing all the programmatic things we're doing, with this year focusing on improving what we do. Mariana said that the Board's three- to five-year vision is missing, which would make it easier to judge the vision for this year; so we're spending too much time on one-year vision when we should instead be working on our bigger vision. Paige said that we are proceeding like this because we don't have a longer-term vision, which we need to create with the congregation. Maj-Britt says that she appreciates that this is the first time she's had a real dialog with the Board about the vision for ministry.

Paige then led a roundtable discussion of how we can live out our mission and our UU identity. Maggie said that she thinks the Board needs to prioritize this year's goals based upon our perception of the congregation's goals, and that Maj-Britt coming to the Board with this vision is backwards because it should instead be the end point of the process. Maj-Britt asked how the Board can do the vision without doing it every day, and said that staff serves as the Board's eyes and ears. Kari says that we should ideally have a vision statement first, but we don't yet have it. Maj-Britt says the Board is in charge of oversight, and she does not understand what process the Board would use to develop its annual vision of ministry if she hadn't brought in a proposal. Mariana does not see the Board preparing this kind of annual vision, which needs to come from staff, who the Board should not second guess. George thinks that it's helpful to have focus from staff. Eleanor Armstrong said that in an ideal world, we would have bigger picture in place; so this is mini-action plan or patch and sees nothing in there that she disagrees with. Bob Weston said that each year's action needs to connect with mission statement, and that this year's action needs to be turned into a banner headline for the stewardship committee. Steve says that Maj-Britt's Vision document is valuable, that it is too ambitious for twelve short months, that he particularly likes section C on ministry training, and that he would be happy to push off A and B for later years. Scott said that the present discussion is at the level the Board should be operating, that he sees Maj-Britt as part of the Board, and that the Board should be communicating issues to Maj-Britt as the year goes along. Josh said that he understands the document but is concerned that it would be inappropriate for the Board to merely rubber stamp

the staff's ideas. He would like more confidence that this vision is feasible: do we know that people will jump on it and make it fly?

Jim said that it's good that Board is getting into "creative tension" areas, that he likes Maj-Britt's investment, that his feedback is meant to help Maj-Britt be even more successful, that her current ministry is a big reason he (and many others) continue to come to the church, that nobody comes to a church because of a Board but rather because of the minister and ministry, that he likes the ambitiousness of Maj-Britt's vision even if it may be overly ambitious in twelve months because it seeks to meet our potential well beyond our current practice, that he wants to help Maj-Britt overreach, and that he wants Maj-Britt to tell the Board what resources are needed to implement the Vision.

Paige summarizes that Board seems to back this vision. Maj-Britt asked for three people from Board (including Jim) to work with her and Marion on developing and implementing the vision. She said that A is doable now, and that she now sees that B and C are longer term.

AFFIRMATION OF BOARD COVENANT

George led roundtable discussion on Board member's view of the most important thing to consider in Board covenant. The most votes went to #7, with other votes going to #6, #8, and #14. Some additional observations were as follows:

- Scott said that what is most important is what's missing, namely that we need to be respectful of goals to accomplish and the task that is on the table.
- Steve said that process monitoring is important, and that the covenant should include evaluation of performance at each meeting. Eleanor said that process monitoring should be reiteration of take away and action items.
- Mariana said that, similar to #2, she also wants people to wait to raise hands *after* the present speaker is done speaking, not while they speak.
- Kari feels that there is significant duplication with the congregational covenant and that the overlapping areas should be removed. She wished to add to the Board covenant the intention that members speak and write simply and clearly with language that is inclusive and easy to understand.
- Paige doesn't want Board members to disagree with Board decisions publicly, and she does want to assume good intentions of everybody.
- Jim says that fifteen covenant items is too many because we can't keep track of them. Paige said we can just keep the items supported in this meeting.
- George says that we need to call people back to the covenant if things get messy.

George asked for volunteers to revise the covenant. Eleanor volunteered to write rough draft today. Maj-Britt summarized the interaction, noting that there were side conversations and that George kept the conversation on track.

TRIAL YEAR ROLES

Susan Spalt said that the policies are a rough draft or a work in progress, and that nothing can be perfect the first time out.

Laurence asked if there is anything imperative about the March start date for the trial year. Paige said that it is not imperative. Laurence said that it is important for the date to be postponed so that the Board has time to discuss the major issues that are raised by this change in governance model (like the transfer of committees reporting to staff instead of to the Board), and so that the Board can review a complete, up-to-date draft of the policies. Susan McDaniel said that the Governance Task Force would welcome comments on the policies. Eleanor noted that transferring responsibilities to staff will increase the staff's need for resources. Jim said that he is ambivalent about the start date, that we're in the midst of transition anyway, and that the start date is probably not that important. Paige said that we are not performing some of the tasks that we need to be doing. Maj-Britt said that she is completely behind starting it March 1st, that she can't make a map for meeting procedures until she has a start date, and that she is displeased that this has come up right now.

Sam moved we move forward with trial year starting March 1. Josh seconded. Unanimously approved.

BUDGET AND FINANCE PROCESS

Kari went through a presentation in which she presented the tasks of the Finance Task Force, a financial time line, and job descriptions (attached hereto) of the Finance Commission, Treasurer, and Assistant Treasurer. Maggie said this Committee is a committee of the Board, while the old committees (now Ministries) report to the staff/Minister. Jim said that we need to make this distinction clear to the congregation. Josh said that he did not think that the Treasurer should chair this committee because of the Treasurer's other duties, so the committee should probably be chaired by a member of the Board. Maj-Britt said that it's not clear who Stewardship Committee reports to. Steve said that this seems like a large committee and it should be chaired by a Board member. Maj-Britt says that this Committee needs to remember that the issue is not money but is our larger mission. Kari pointed out that this committee has no authority. There was agreement about deleting a partial bullet about ensuring consistency. Paige said that Chair needs to be a Board member. Josh pointed out that the term "ex officio" does not imply a lack of voting rights, so the question of who has voting rights should be addressed explicitly.

Josh moved approval for the Finance Task Force to continue its work and to bring to the March Board meeting a proposal for establishment of the Board Finance Committee, the Treasurer, and the Assistant Treasurer. Sam seconded. Unanimously approved. In subsequent discussion, Josh said that his motion meant that the Finance Task Force can continue its work along the lines of what the Finance Committee will do, including answering the sorts of questions mentioned below. He also said that approval of the timeline was implicit in his motion.

Scott went through a presentation on the budget process, including vision, income, expenditures, and responsibilities of the Board. In response to a discussion of the place of Share the Plate and discretionary funds, Paige suggested that discussion of the church's many funds be part of the Board education in March. The example of reserves vs. program raised a question about whether the policy on replenishing reserves is inflexible. Josh asked who can educate the Board about

the importance of replenishing reserves. Mariana asked if the Board has a legal responsibility to replenish reserves. Kari asked if the Board wants the Finance Task Force to put together a framework for the Board to understand these issues.

Paige asked for the additional information that the Board would want from the Task Force at the February meeting. Josh asked for information on cash flow problems, like information on the monthly variation in cash balance. Laurence said this is precisely sort of information that the Finance Committee should gather and present to the Board. Mariana asked for information on trends in cash balances, and whether there is a pattern that can make us comfortable. Eleanor asked if there income opportunities that are doing well. Regarding Religious Education fees, Maj-Britt said there is no registration fee, Steve said that kids could enter in August without paying, and Maj-Britt said that we'll revisit RE charging policy after pledges are in. Jim wants to know what other UU church's reserve policies. Paige said that she has not understood the distinctions among reserve funds.

Paige said that the Board's approval of the timeline approves the Town Hall meeting, and that the Finance Task Force needs to work with Stewardship on preparing for the Town Hall meeting.

THIS YEAR'S PRIORITIES FOR THE BOARD

Paige said that, for each Board priority, there need to be two Board members who are willing to lead the effort. Maj-Britt asked why there are two separate evaluations for the minister, to which Kari replied that the policies provide for separate evaluations of the minister and chief of staff in the event that they are not the same person. Paige said we need a task group to develop ministerial evaluation process to propose to the Board for approval. Paige asked how we should handle a Committee on Ministry. Jim asked why the strategic plan is separate from the vision statement. He also noted that there are communications issues, such as how people want to receive information (e.g., mail vs. email).

Paige then wrote up a priority list, which after revision was as follows:

BOARD PRIORITY	LEADERSHIP TEAM
<ul style="list-style-type: none"> • Develop plan for and finalize a vision statement with the congregation¹ • Develop a plan for and complete a five-year strategic plan² 	Kari, Mariana, Steve
<ul style="list-style-type: none"> • Develop and implement a plan for evaluating the Minister and COS³ • Continue to work with Minister on Vision of Ministry 	Josh, Jim
<ul style="list-style-type: none"> • Develop a Publicity and Communication plan for how the Board will communicate with the congregation, leaders, and prospective members, via all avenues of communication, about changes in procedures and policies and Board actions during the Trial Year 	SAM, George, Eleanor
<ul style="list-style-type: none"> • Continue the work of the Finance Task Force 	Maggie, Scott, Bob
<ul style="list-style-type: none"> • Track governance issues in the Trial Year. 	Paige, Maggie
<ul style="list-style-type: none"> • Coordinate Board activities in year-round stewardship • Consider role of Stewardship Committee in relation to Board 	George

Mariana said that having a balanced scorecard can be a useful tool for evaluating the minister, as it has priorities that can facilitate a monthly evaluation of performance. Kari said this is a wonderful idea but should be an outcome of the strategic plan. Steve said staff evaluations should be consistent with strategic plan.

Paige raised the issue of how governance issues enter the year. Laurence asked what the Board would do with the full draft of policies that Paige requested: would there ever be review? Josh replied that we can look at governance issues that arise during this year. Maggie said that Board needs to take ownership of the governance policies. Paige said that GTF would keep track of policy changes that are made over the year and that the Board, not the GTF, will be guiding the future discussion. Josh said that we need GTF not only to be archivists but also as a resource for understanding the rationales for the policies, and that it is important to recognize that the role of the GTF is changing.

George raised questions about where the Board’s oversight of stewardship fits into tasks for this year. Josh said that this depends on whether the Stewardship Committee reports to the Board. Maj-Britt said that Hotchkiss says that stewardship is a voluntary staff decision, and that the committee now reports to staff. Paige said that we should not do anything to derail the stewardship process, so this is not the time to change procedures. Josh said we can acknowledge that it’s now Maj-Britt’s job to oversee, and that the Board’s responsibility is to keep informed. Steve said the Board should be doing year-round stewardship. Maggie pointed out that new policies give the Board responsibility for stewardship. Maj-Britt asked about the meaning of the Board’s responsibility, and said that it can surely delegate it to others.

Mariana said we need to think about evaluation of ourselves.

¹ Discernment, II.B.

² Governance, I.C.1 and 2.

³ Oversight and Evaluation, V.B.2 and V.B.4.

VISIONING PROCESS

This was skipped.

ADJOURNMENT

Steve Marshall read from *The Angels* by Rainer Maria Rilke.

Paige announced that future evening meetings will begin at 7:15 pm.

The meeting adjourned at 2:48 pm, at which point the members divided into small groups corresponding to the priority areas listed in the above table.

Vision for Ministry and Management - Maj-Britt

My main focus this year and next is on Membership Development, for lack of a better term (and I've tried to come up with another one, maybe we can do that together). In the widest sense, everything we do is about membership "development". In other words: Ways for the members to develop spiritually, and ethically, to care and support each other, and to engage with the larger community in mutual concern for the world.

Below in **black** is what we do offer now. This is not an exhaustive list of all our activities, but shows the primary points on the path through which members and newcomers can get more connected with the mission and with the other members so that they develop a sense of belonging as well as purpose.

Blue represents the new initiatives I hope we can take over the next year. In the second portion of this document I explain the costs.

Ministry

A. Programs that emphasize spiritual growth and care of each other

- The Children, Youth, and College Programs
- About This Church - 1/2 hour bi-monthly sessions after the services.
- Newcomer Orientation Sessions -every six weeks.
- S.E.A. - Classes that encourage spiritual, religious and ethical education and growth for adults.
- Community Building events - for fun and support of families (including families of one) such as the Gala, Bob's ethnic dinners, Auction, holiday party.
- Small Groups Ministries for adults: The Monthly Themed Covenant Groups, Monthly Family Night small groups, Young Adult Group, Women's Circle, Book Club, Wellspring (which is for both development of a UU identity and a spiritual practice), the Friday Noon Sacred Reading Group.

New Goals:

- **Small Group Ministries** which allow members to cultivate their connection to a particular theological or spiritual orientation i.e. any of the world's religions, or religious humanism. I could also imagine some of these groups focused for a year or so on a particular teacher or book. (leaders would be graduates of Wellspring, and/or the ministry training program -see below*)
- **Community Spiritual Practice** - night services (meditation/vespers etc) where people from the various affinity groups, as well as others who have a spiritual practice, can share their practice with the community. There would be a shorter training twice a year for those who want to participate in this ministry.

B. Serving the world.

Part of “developing” our members means providing opportunities to live out their faith in the larger world (the third part of our mission).

Goal: To establish a Faith in Action Ministry Council .

This would not be a council of all the leaders of every single social justice activity we do out in the community. That would be too unwieldy and make for yet another meeting for already busy people. This council would consist of perhaps 6-8 people who want to make it possible for members, and the congregation as a whole, to engage our UU values in the larger community. Their job is to help the congregation with discernment, resource allocation, accountability, and ongoing review of our faith in action initiatives.

The Council would:

1. Organize a yearly congregational discernment workshop, probably over a half day, preceded by some small group meetings with the church’s ministries- to stir up the thinking process.

Out of the workshop would come a focus for the following program year (which may end up being a deepening of the previous year’s work). For example, the congregation may decide that same sex marriage is an issue we as a church should be more vocal and activist about. That decision would not be made unless there were enough members willing to organize the main activities. It would be assumed that this group of leaders will then organize the events which create opportunities for other members to show up, and/or help on a shorter term basis, e.g. Pride march, lobbying days, Standing on the Side of Love Campaign, letter writing parties, etc., etc.

2. The FAM Council would also be the body to which individuals and groups of individuals can come with new ideas for putting our faith into action. Their job is to help them discern whether the idea is workable at the present time and within the scope of our mission and vision.

Example: Someone shows up saying he wants us to have a mutual language tutoring program with the immigrant hispanic community. This Council’s job would be to determine whether we have the resources to enable this ministry to happen at our church. If the answer is affirmative, they then help this group figure out the next steps, and are there for ongoing consultation. If the Council determines that there are not the resources available (the group hasn’t established there’s enough interest or the volunteer power to make it happen, resources at the church are being fully used), it might help the members to find ways to connect with others already doing this ministry in the larger community. If the answer is somewhere inbetween ie. it’s a good idea, enough space on the calendar, but is there enough volunteer energy? They would help the person(s) figure out the next steps.

The overall idea is to be helpful and encourage as many great ideas to flower as possible. And, at the same time, to be realistic and clear about what constitutes an activity of the church, and how many activities the body can take on at any given time.

3. Any existing (and new) Faith in Action Ministries would come to the Council annually to review their work.

The Council would help each group assess whether they have the resources they need, and if not why, and whether or not this particular project is one that the congregation can continue with (if there’s not enough support).

4. **The Council would sponsor small group sessions**

For people who are engaged in any kind of work out in the community, whether through the church or not. This allows people to share their experiences, learn from each other, and engage in dialogue.

5. The Council would meet early on in their formation with the existing Community Service Ministry, and Peace and Justice Committee

to help determine the scope of their work and review their organizational models under this new plan as the scope of their work might need to be better defined.

C. Other organizational Goals:

1. A Ministry Council - turning chairs into ministers. The magic trick to making this happen would be: Annual Ministry/Leadership Training.

*If the volunteers are, along with the staff, the ministry team, then leaders need leadership/ministry training. (And have told me they would like this!)

This would be an annual training. It would be a requirement for leading a Ministry Team (formerly known as committees). But would also be open to anyone in the congregation thinking about that possibility.

This will be a cultural shift and may take some time. It also means re-considering what a committee is. A ministry might have an "executive committee" at its core which makes decisions and administrates the ministry team. R.E. is already a good model of this at work. So is Buildings and Grounds.

2. Add a permanent Caring Ministry Staff member and- see more below.

3. Redefine Membership Follow-up and the Membership Coordinator position - see below.

To make both of these things happen I would like to ask the Board to consider creating the position of **Assistant to the Minister for Membership Care, 20 hours per week.**

This position would take the place of the current Membership and Volunteer coordinator position (at 15 hours per week). While it would involve many of the same tasks it would have a more comprehensive scope.

This person would be my eyes and ears to the members by doing the intensive tracking mentioned, and then reporting regularly on the "state of the membership" to me, and the rest of the staff at staff meetings. It would allow me to feel more directly in touch with the personal and pastoral sides of the ministry, even as the administrative and organizational development work has increased.

This person's "tracking" of members would always originate in the idea that we are following up on their well-being, sense of belonging, and their awareness of the opportunities available to them here, rather than simply so we have a good data base. This position would blend membership and caring aspects. But it would specifically involve this person taking leadership in organizing the care teams as needed when situations arise and doing other administrative tasks related to the Caring Ministry. Hence the additional five hours per week.

Per the Geo Index Code 3 from the UUA this position should be paid (at mid-range) about \$17,000 a year, for a half time position, plus benefits. Currently Tifani is working 15 hours at that same pay scale. So this would be an increase of a few thousand dollars (likely **\$5,000**), plus benefits.

Additionally I am requesting that we hire a **Bookkeeper**- 20 hours per month to assist Andrea who is a very competent worker but has little breathing room in her schedule at 35 hours per week. Her work encompasses the mundane to the managerial and she agrees she would be helped by having someone take over some of the bookkeeping tasks. Cost - approximately **\$4,500** a year.

DESCRIPTION - BOARD FINANCE COMMITTEE

This description was presented to the Board, and will be superseded by an amended version in response to discussion at the retreat.

The Committee shall be chaired by the Treasurer or the Treasurer's designee, and shall ideally include (but not be limited to) the Assistant Treasurer, a representative chosen by the Stewardship Committee, two Board members, a staff representative, and two congregational members.

The Committee meeting schedule shall be determined by the Committee. The chair or three committee members can call special meetings.

The Committee has no management authority, and shall not participate in day-to-day financial decision-making.

The Finance Committee shall assist the Board in its oversight of the congregation's finances. For this purpose, it shall:

- ensure that financial reports are clear and helpful;
- function as conduit between staff and Board in the budget-planning process;
- work with staff to develop information for the Board;
- review proposed budgets to ensure that the budget reflects the vision and mission of the church and provide feedback to the Staff regarding the consistency of any proposed budgets with the vision and mission of the church;
- coordinate the annual internal or external audit;
- hold educational sessions, when requested, to ensure that Board Members have adequate understanding of the congregation's financial standing and goals;
- develop and review policies related to church finances, bringing recommended changes to the Board for action;
- develop and review procedures to implement financial policies; and
- assist the Treasurer and Assistant Treasurer.

DESCRIPTIONS - TREASURER AND ASSISTANT TREASURER

These descriptions were presented to the Board, and will be superseded by an amended version in response to discussion at the retreat.

Job Description -- Treasurer

The Treasurer shall report to the Board and assist the Board in its oversight of the congregation's finances. It shall ensure that the financial operations of the church are in line with best practices and with the church's mission. The Treasurer, or the Treasurer's designee, shall chair the Finance Committee. The Treasurer shall seek the assistance of the Finance Committee in fulfilling the responsibilities of office. The Treasurer may delegate responsibilities to the Assistant Treasurer or to members of the Finance Committee.

The Treasurer has the following responsibilities:

Development of Policies and Procedures. The Treasurer shall collaborate with Staff to develop procedures, practices, and systems designed to protect the congregation's assets and facilitate the finance-related aspects of the church's functions as proscribed by church policy. The Treasurer shall research new procedures, practices, and systems; and, (when appropriate) collaborate with Staff in their implementation. The Treasurer shall make recommendations of changes in financial policy to the Board when needed.

Oversight. The Treasurer shall review the church's record-keeping system to assure its adherence to prudent business practice, and shall coordinate a yearly internal audit and occasional external audits.

Asset Management. The Treasurer shall modify financial arrangements (such as bank accounts, investments, and loans) when it is prudent and to the congregation's benefit to do so, insofar as is allowed by the church bylaws and policies. The Treasurer shall periodically review the insurance coverage, although maintenance of such coverage is a responsibility of the Chief of Staff.

Ex Officio Board Member. The Treasurer shall attend regular Board meetings and provide to the Board the necessary information for all Board Members to have adequate understanding of the congregation's financial standing and goals.

Budget Development. The Treasurer shall collaborate with the Chief of Staff and the Congregational Administrator in the preparation of budgets.

Reporting. The Treasurer shall collaborate with the Congregational Administrator in ensuring that financial reports are clear and helpful, and in researching financial questions raised by the Board.

Board Education. The Treasurer shall arrange occasional educational sessions when requested by the Board.

On-Going Activities. The Treasurer shall sign checks, review expenditures for consistency with invoices, supervise Sunday collections, and supervise the Assistant Treasurer.

Job Description -- Assistant Treasurer

The Assistant Treasurer shall assist the Treasurer in the performance of the Treasurer's duties. The Assistant Treasurer shall have check-signing authority, and shall act as Treasurer when the Treasurer is not available.