



NORTHLAKE
UNITARIAN UNIVERSALIST CHURCH

A spiritual home where all are welcome

GOVERNANCE MANUAL

of the

Northlake Unitarian Universalist Church
308 Fourth Avenue South
Kirkland, Washington 98033
(425) 822-0171

Latest edition published on April 17th, 2025

TABLE OF CONTENTS

COVER PAGE.....	1
TABLE OF CONTENTS.....	2
BYLAWS.....	8
PREAMBLE.....	9
ARTICLE ONE – NAME & AFFILIATION.....	9
ARTICLE TWO – PURPOSE AND VALUES.....	9
ARTICLE THREE – CONGREGATIONAL GATHERINGS.....	9
ARTICLE FOUR – MEMBERSHIP.....	9
ARTICLE FIVE – MEMBER OBLIGATIONS.....	10
ARTICLE SIX – MEMBER MEETINGS.....	10
ARTICLE SEVEN – VOTING.....	11
ARTICLE EIGHT – FRIENDS.....	11
ARTICLE NINE – GOVERNANCE.....	12
ARTICLE TEN – BOARD & OFFICERS.....	12
ARTICLE ELEVEN – MINISTRY.....	13
ARTICLE TWELVE – FINANCIAL MANAGEMENT.....	13
ARTICLE THIRTEEN – INDEMNITY.....	14
ARTICLE FOURTEEN – AMENDMENTS & DISSOLUTION.....	14
ARTICLE FIFTEEN – DEFINITIONS.....	15
EXHIBIT A.....	15
2023 CERTIFICATE OF CORPORATE SECRETARY.....	16
EXHIBIT B.....	17
ARTICLES OF INCORPORATION.....	17
EXHIBIT C.....	20
STANDING RULES - NORTHLAKE MEMBER MEETINGS.....	20
EXHIBIT D.....	23
BYLAWS HISTORY.....	23
ORGANIZATIONAL CHART.....	24
BOARD CHARTERS.....	25
EXECUTIVE CABINET CHARTER.....	26
LEADERSHIP COUNCIL CHARTER.....	27
COMMUNICATIONS COMMITTEE CHARTER.....	28
FACILITIES COMMITTEE CHARTER.....	28
FINANCE COMMITTEE CHARTER.....	30
GOVERNANCE COMMITTEE CHARTER.....	31
NOMINATING COMMITTEE CHARTER.....	32
POLICIES AND PROCEDURES.....	33
CHURCH.....	34
Church Policy 01: Covenant of Right Relations.....	34
Church Procedure 01-01: Covenant Discernment.....	35

Church Procedure 01-02: Covenant Oversight.....	35
Church Policy 02: Mission and Vision.....	36
Church Procedure 02-01: Mission and Vision Discernment.....	37
Church Policy 03: Conflicts of Interest (was Board Policy 22).....	38
Church Policy 04: Member Meetings (was part of Board Policy 20).....	39
Church Procedure 04-01: Member Meeting Guidelines (was GC Procedure 02-01: Congregational Meetings).....	40
Church Policy 05: Town Hall Meetings (was part of Board Policy 20).....	41
Church Procedure 05-01: Town Hall Goals (was GC Procedure 02-02: Town Hall Meetings).....	42
BOARD MEETINGS.....	42
Board Meetings Policy 01: Board Meeting Agendas (was Board Policy 01).....	43
Board Meetings Procedure 01-01: Consent Agendas (was Board Procedure 01-01).....	44
Board Meetings Procedure 01-02: Efficient Meetings (was Board Procedure 01-02).....	44
Board Meetings Policy 02: Default Procedures During Board Meetings (was Board Policy 02).....	45
Board Meetings Procedure 02-01: Default Board Meeting Procedures (was Board Procedure 02-01).....	46
Board Meetings Procedure 02-02: Restoring Order (was Board Procedure 02-02).....	46
Board Meetings Policy 03: Special Board Meetings (was Board Policy 03).....	47
Board Meetings Policy 04: Executive Sessions (was Board Policy 04).....	48
Board Meetings Procedure 04-01: Moving a topic to executive session (was Board Procedure 04-01).....	48
Board Meetings Procedure 04-02: Publishing decisions made in executive session (was Board Procedure 04-02).....	48
Board Meetings Procedure 04-03: Adding or Excluding Potential Session Participants (was Board Procedure 04-03).....	49
Board Meetings Policy 05: Governance Calendar (was Board Policy 19).....	50
Board Procedure 05-01: Tasks.....	51
2024-25 Governance Calendar.....	52
BOARD CABINET.....	53
Board Cabinet Policy 01: Agenda Setting (was Executive Cabinet Policy 01).....	53
Board Cabinet Procedure 01-01: Board Meeting Tasks & Timetable (was EC Procedure 01-01).....	54

Board Cabinet Procedure 01-02: Member Meeting Tasks & Timetable (was EC Procedure 01-02).....	54
Board Cabinet Policy 02: Transparency (was Executive Cabinet Policy 02).....	55
Board Cabinet Policy 03: Open Town Halls (was Executive Cabinet Policy 03).....	56
Board Cabinet Policy 04: Urgent Action (was Executive Cabinet Policy 04).....	57
Board Cabinet Policy 05: Knowledge & Skills (was Executive Cabinet Policy 05).....	58
BOARD LEADERS.....	59
Board Leaders Policy 01: President Duties (was Board Policy 12).....	59
Board Leaders Policy 02: Vice President Duties (was Board Policy 11).....	60
Board Leaders Policy 03: Secretary Duties (was Board Policy 10).....	61
Board Leaders Procedure 03-01: Guidelines (was Board Procedure 10-01).....	62
Board Leaders Procedure 03-02: Accurate Records (was Board Procedure 10-02).....	63
Board Leaders Policy 04: Treasurer Board Member Duties (was Board Policy 09).....	64
Board Leaders Policy 05: Board Member at Large Duties (was Board Policy 13).....	65
Board Leaders Policy 06: Board Continuity (was Board Policy 18).....	66
Board Leaders Policy 07: Resignation and Removal of Board Members (was Board Policy 08).....	67
Board Leaders Procedure 07-01: Removal mechanism (was Board Procedure 08-01).....	68
Board Leaders Procedure 07-02: Healthy Congregation Team involvement (was Board Procedure 08-02).....	68
Board Leaders Procedure 07-03: Emergency suspension of board position (was Board Procedure 08-03).....	68
BOARD COMMITTEES.....	69
Board Committees Policy 01: Limitations on Committee Powers (was Board Policy 06).....	69
Board Committees Procedure 01-01: Settling Conflicts (was Board Procedure 06-01).....	70
Board Committees Procedure 01-02: Appeals to the Board re: Committee Decisions (was Board Procedure 06-02).....	70
Board Committees Policy 02: Committee Policies and Chairs (was Board Policy 07).....	71
Board Committees Procedure 02-01: Adopting committee policies/procedures	

(was Board Procedure 07-01).....	72
Board Committees Procedure 02-02: Revoking committee policies/procedures (was Board Procedure 07-02).....	72
Board Committees Procedure 02-03: Appointing a chair when a position is new, vacant, or nearly vacant (was Board Procedure 07-03).....	72
Board Committees Procedure 02-04: Removing and/or replacing an existing chair (was Board Procedure 07-04).....	73
Board Committees Procedure 02-05: Healthy Congregation Team involvement (was Board Procedure 07-05).....	73
Board Committees Procedure 02-06: Emergency suspension of chair role (was Board Procedure 07-06).....	73
Board Committees Policy 03: Committees (was Board Policy 21).....	74
Board Committees Procedure 03-01: Chair Appointments (was GC Procedure 03-01).....	75
Board Committees Procedure 03-02: Term Limitations (was GC Procedure 03-02).....	75
Board Committees Procedure 03-03: Coordination and Autonomy (was GC Procedure 03-03).....	76
Board Committees Procedure 03-04: Responsibility and Duties (was GC Procedure 03-04).....	76
Board Committees Procedure 03-05: Reporting (was GC Procedure 03-05).....	77
BOARD DUTIES.....	78
Board Duties Policy 01: Membership Management (was Board Policy 14).....	78
Board Duties Policy 02: Personnel Handbook (was Board Policy 16).....	79
Board Duties Procedure 02-01: Formal Review of Personnel Manual (was Board Procedure 16-01).....	80
Board Duties Policy 03: Staff Compensation Reviews.....	81
Board Duties Policy 04: Board Member in Charge (was Board Policy 17).....	82
Board Duties Procedure 04-01: Duties of BMiC During Normal Service (was Board Procedure 17-01).....	82
Board Duties Procedure 04-02: Duties of BMiC When Problems Arise (was Board Procedure 17-02).....	83
Board Duties Procedure 04-03: BMiC Supervising Evacuation (was Board Procedure 17-03).....	84
BOARD SAFETY.....	86
Board Safety Policy 01: Emergencies and Urgent Situations (was Board Policy 05).....	86
Board Safety Procedure 01-01: Emergency Contact and Notifications (was Board Procedure 05-01).....	87

Board Safety Procedure 01-02: Emergency Meetings (was Board Procedure 05-02).....	87
Board Safety Procedure 01-03: Severe Weather (was Board Procedure 05-03).....	87
Board Safety Policy 02: Safety of Children, Youth, and Vulnerable Adults (was Board Policy 15).....	89
Board Safety Policy 03: Disruptive Behavior (was Board Policy 23).....	89
Board Safety Procedure 03-01: Urgent Conflicts or Disruptions (was Board Procedure 23-01).....	91
Board Safety Procedure 03-02: Referring Conflicts to the Board* (was Board Procedure 23-02).....	92
Board Safety Procedure 03-03: Mediation in Non-Emergency Conflicts (was Board Procedure 23-03).....	93
Board Safety Procedure 03-04: Ad Hoc Committee Non-Emergency Conflict Resolution (was Board Procedure 23-04).....	94
Board Safety Procedure 03-05: Appealing a Board Resolution of Disruptive Behavior (was Board Procedure 23-05).....	95
COMMUNICATIONS COMMITTEE.....	96
Communications Committee Policy 01: Publication Content.....	96
Communications Committee Policy 02: Media Privacy.....	97
Communications Committee Policy 03: Document Naming Conventions.....	98
Communications Committee Policy 04: Social Media Guidelines.....	99
Communications Committee Policy 05: Crisis Communication.....	100
CC Procedure 05-01: Learning of a Crisis from the Media.....	101
CC Procedure 05-02: Learning of the crisis from a source other than media.....	102
CC Procedure 05-03: “The First 90 Minutes” meeting.....	102
CC Procedure 05-04: Media Procedure for Church Staff.....	104
CC Procedure 05-05: Guidelines for Handling Media On-Site for Church Staff and Leadership.....	104
CC Procedure 05-06: Speaking to the Media.....	106
Communications Committee Policy 06: Email Aliases.....	107
CC Procedure 06-01: Northlakeuu.org User Creation.....	108
CC Procedure 06-02: Northlakeuu.org User Transfer.....	108
CC Procedure 06-03: Northlakeuu.org Group Creation.....	108
CC Procedure 06-04: Open Group Use.....	108
CC Procedure 06-05: User and Group Email Publication.....	109
FACILITIES COMMITTEE.....	110
Facilities Committee Policy 01: Campus Safety.....	110
Facilities Committee Policy 02: Maintenance.....	111
Facilities Committee Policy 03: Project Management.....	112
FINANCE COMMITTEE.....	113
Finance Committee Policy 01: Financial Accounts and Budget.....	113

Finance Committee Policy 02: Stewardship Team.....	115
Finance Committee Policy 03: Share the Plate.....	116
Finance Committee Policy 04: Gifts.....	117
Finance Committee Policy 05: Treasurer.....	118
Finance Committee Policy 06: Debt Management.....	119
Finance Committee Policy 07: Endowment.....	120
Finance Committee Policy 08: Transactions with Transparency.....	122
GOVERNANCE COMMITTEE.....	123
Governance Committee Policy 01: Policy Making.....	123
GC Procedure 01-01: Responsibility.....	124
GC Procedure 01-02: Ratification.....	124
GC Procedure 01-03: Collaboration.....	125
GC Procedure 01-04: Implementation.....	125
Governance Committee Policy 02: Document Standards.....	126
GC Procedure 02-01: Guidelines.....	127
GC Procedure 02-02: Best Practices.....	127
Governance Committee Policy 03: Document Maintenance.....	128
GC Procedure 03-01: Updating Bylaws and Charters.....	129
GC Procedure 03-02: Updating Policies and Procedures.....	129
NOMINATING COMMITTEE.....	130
Nominating Committee Policy 01: Recruiting.....	130
NC Procedure 01-01: Recruiting.....	130
Nominating Committee Policy 02: Vetting.....	132
NC Procedure 02-01: Vetting.....	133
Nominating Committee Policy 03: Non-discrimination.....	134
NC Procedure 03-01: Non-discrimination.....	135



BYLAWS

of the

**Northlake Unitarian Universalist Church
308 Fourth Avenue South
Kirkland, Washington 98033
(425) 822-0171**

**Ratified as Amended
on
October 1, 2023**

BYLAWS

PREAMBLE

These bylaws will incorporate, be subject to, and governed by, the relevant requirements of the Washington Nonprofit Corporation Act, RCW 24.03A effective January 1, 2022, and any subsequent amendments thereto. These bylaws will be in accord with the Articles of Incorporation dated May 27, 1998 and any subsequent amendments.

These bylaws will be in line with the requirements of Washington's Uniform Prudent Management of Institutional Funds, RCW 24.55. In the event of a direct conflict between the provisions of these bylaws and the Articles of Incorporation, the Articles of Incorporation will be the prevailing and controlling law. The Northlake Unitarian Universalist Church board is recognized as the sole member-elected governing body.

ARTICLE ONE – NAME & AFFILIATION

- Section 1. The legal name of this church is Northlake Unitarian Universalist Church, herein referred to as Northlake. Its address is 308 Fourth Avenue South, Kirkland, WA 98033.
- Section 2. Northlake is affiliated with and financially supports the Unitarian Universalist Association, located at 24 Farnsworth St, Boston, MA 02210.

ARTICLE TWO – PURPOSE AND VALUES

- Section 1. Northlake is a non-profit church.
- Section 2. The purpose and values of Northlake are voted on by members and expressed in a vision, mission statement, and the Northlake Covenant of Right Relations.

ARTICLE THREE – CONGREGATIONAL GATHERINGS

- Section 1. Northlake will hold open and welcoming congregational gatherings for the purpose of worship on Sundays. Additional congregational gatherings may be held whenever appropriate at the discretion of Northlake's minister and leadership as defined in these bylaws and in accordance with local and state regulations.
- Section 2. Northlake will schedule town hall meetings on an as-needed basis. The town hall meetings will be focused on congregation-wide information pertinent to the mission, vision, and values of Northlake.

ARTICLE FOUR – MEMBERSHIP

- Section 1. Membership application is open to any person who is in sympathy with the purpose of Northlake. Membership applicants will complete a prescribed onboarding program.

- Section 2. To maintain membership, the individual will actively participate; commit to and make a contribution of record each year; and act in alignment with the mission, vision, and values of Northlake.
- Section 3. Northlake members may participate in all aspects of Northlake activities, hold governance leadership positions, and lead ministerial teams, groups, and task forces.
- Section 4. Members who have passed away or requested that their membership be terminated will be removed from membership. Reasons for Northlake terminating membership include non-participation and not having made a contribution of record.
- Section 5. Northlake membership may also be terminated by the board for good cause, including breach of the Northlake Covenant of Right Relations. The covenant will be available to all. The board will exercise due process, while protecting the privacy and guarding the rights of members.

ARTICLE FIVE – MEMBER OBLIGATIONS

- Section 1. Northlake is a self-governing church whose members are ultimately responsible for handling church affairs. Northlake members assume and carry out this obligation when they vote at member meetings. Northlake members are expected to respect and practice the principles outlined in the Northlake Covenant of Right Relations.
- Section 2. Responsibilities include electing board, treasurer, and nominating committee candidates. Responsibilities also include calling or dismissing a minister, voting on the proposed annual budget, and ratifying bylaws and amendments.
- Section 3. Northlake members ratify board proposals to purchase, sell, lease, exchange, or otherwise dispose of assets or real properties valued in excess of \$50,000; take on debt or expenses in excess of \$50,000; and initiate capital campaigns in excess of \$50,000.

ARTICLE SIX – MEMBER MEETINGS

- Section 1. Northlake will hold an annual member meeting as required by law, and at least one other member meeting each year. The membership rolls will be kept complete and current. The list of members will be available for inspection upon request a minimum of two business days before each member meeting, and available on-site until the meeting is adjourned.
- Section 2. Members will be given notice of the date, time, place, and proposed rules of procedure for each annual, regular, or special member meeting. Notification will be provided a minimum of 30 days before the scheduled date of an annual or regular member meeting. Notification for a special member meeting will be provided a minimum of 10 days before the scheduled date of the meeting. Notification may be by United States mail, telephone, or electronic notifications including but not limited to email, text message, website, newsletter, or social media post. Annual, regular, and special member meetings may be rescheduled or postponed by a simple majority of the board. A special member meeting may be canceled by a simple majority of the board.

- Section 3. Member meetings will be conducted using methods accessible to the members as decided by the board at the board's sole and absolute discretion. Attending members will be considered present, counted for quorum, and able to vote whether the meeting is held in person, via video conferencing or similar technology, or a hybrid of in-person and remote.
- Section 4. The rules of procedure for annual, regular, or special member meetings will be the Standing Rules for Member Meetings, supplemented when needed by the most recently published version of the Democratic Rules of Order.
- Section 5. Special member meetings will focus on one or more specific topics that will be stated in the notification. The board will call a special member meeting following the receipt of a written request from at least 5% of the members. The written request must include the purpose of the meeting. Special member meetings may also be called by the board president or by a simple majority of the board.

ARTICLE SEVEN – VOTING

- Section 1. Northlake members eligible to vote will have been members for at least 30 days immediately prior to a meeting. A vote may only be taken when there is a quorum. A quorum exists when 30% or more members are present to vote, except as noted below.
- Section 2. The board will determine the method of voting, which may include paper, hand, voice, electronic, or a combination thereof. The Northlake member meeting presiding officer, typically the president of the board, will announce when polls open and close. After the polls close no additional votes will be accepted. All votes will be in real time. There will be no proxy votes.
- Section 3. All motions at member meetings pass with a simple majority vote, greater than 50% of the members present, with three exceptions. 1) Ratification of the bylaws or amendments thereto requires a 30% quorum and a positive vote of at least 67% of the members present. 2) Proposals to purchase, sell, lease, exchange, or otherwise dispose of assets or real properties valued in excess of \$50,000; take on debt or expenses in excess of \$50,000; and initiate capital campaigns in excess of \$50,000 require a 30% quorum and a positive vote of at least 67% of the members present. 3) Calling or dismissing a minister requires a heightened quorum of 40% and a positive vote of at least 90% of the members present.

ARTICLE EIGHT – FRIENDS

- Section 1. Northlake recognizes that our community includes friends who are in alignment with the Northlake mission, vision, and values, and who are asked to respect and practice the principles outlined in the Northlake Covenant of Right Relations.
- Section 2. Northlake friends may participate in ministry teams, groups, and task forces, and may assume leadership roles in the ministry at the request of the minister or board. Northlake friends may participate as members of governance standing committees, subcommittees, and task forces.

Section 3. Northlake friends will not hold elected or appointed governance leadership positions. Northlake friends will not vote on member decisions or elections.

Section 4. Northlake friends may make contributions of record.

ARTICLE NINE – GOVERNANCE

Section 1. Northlake church governance will be defined by member-ratified bylaws, board-ratified charters, and committee-ratified policies and procedures. The board will hold regular meetings to ensure that institutional operations are being carried out and will engage in long-term strategic planning to ensure alignment with the vision and mission.

Section 2. The board will charter and oversee standing committees to which the board will delegate authority and responsibility for specific aspects of church institutional operations. Chartered committees will assume authority for the policies and procedures in their areas of responsibility, within the boundaries and limits specified by their charter. The board may also charter other entities such as **cabinets or councils**.

ARTICLE TEN – BOARD & OFFICERS

Section 1. Northlake will be governed by a board, all of whom are Northlake members. Board members will be elected at a member meeting to a two-year term and will be limited to two consecutive terms. After serving on the board, a former board member will be eligible for re-election or appointment after a gap of two years. Terms will be staggered by electing at least two board members each year, not including the treasurer, who is elected to a three-year term by the members. The board will consist of 3 at-large members and 4 officers. The president, vice president, and secretary will be chosen by the board before the first meeting of the fiscal year. Electing the treasurer is described below.

Section 2. The president will be the presiding officer at all business meetings of the members and of the board. The president will be an ex-officio member of board chartered committees and work in collaboration with the minister. The president will sign legal instruments on behalf of Northlake.

Section 3. The vice president will be responsible for leadership of the organization whenever the president is unable or unwilling to carry out presidential responsibilities.

Section 4. The secretary will ensure that the records of all board and member meetings are accurate, approved, available, and archived. If a bank or other institution specifically requires a signature from the secretary on behalf of Northlake, the secretary will comply.

Section 5. The treasurer will be elected by the members at a member meeting to a three-year term. The treasurer is accountable to, and reports to, the members. The treasurer, a full voting member of the board, will monitor and keep the board updated regarding financial status, including, but not limited to, expenses, grants, endowments, debts, reserves, and contracts. If a bank or other institution specifically requires a signature from the treasurer on behalf of Northlake, the treasurer will comply.

- Section 6. The minister will advise the board in a non-voting position. The immediate past president of the board may be asked by the board to assume a non-voting board position for up to one year.
- Section 7. A board member may resign, succumb, or vacate their position at any time. The board will appoint a new board member, selected in the board's sole and absolute discretion, to fill a vacancy for the remainder of that vacated term. Elected and appointed leaders may be removed by the board from office for good cause following due process.
- Section 8. The board will specify when and where regular board meetings will be held. The board will hold no fewer than ten monthly meetings per year. The board will notify Northlake members of the time of regular board meetings at the beginning of the fiscal year.
- Section 9. The quorum for a board meeting will be four board members present and able to vote. Approving a motion will require a minimum of four positive votes. In all other respects, the board will determine the procedures for reaching board decisions and the rules of procedure to govern board meetings.

ARTICLE ELEVEN – MINISTRY

- Section 1. The Northlake pulpit will not be deprived of freedom of expression or action.
- Section 2. The board, in collaboration with the minister, may charter ministry entities such as a program council, a committee on ministry, and other ministry teams, groups, and task forces to facilitate the ministry in alignment with the vision, mission, and values of Northlake.
- Section 3. The minister and staff will be responsible for establishing, organizing, and managing the various ministry teams, groups, and task forces. The minister will make a full report to the members at an annual member meeting. The leaders of the ministry teams, groups, and task forces are accountable to the minister and Northlake members.

ARTICLE TWELVE – FINANCIAL MANAGEMENT

- Section 1. The board is ultimately accountable for financial management of Northlake's assets, liabilities, and budget. The board will work in collaboration with the finance committee and the treasurer to ensure responsive short-term and long-term financial planning for the wellbeing of Northlake. Financial management will be consistent with the vision and mission of Northlake.
- Section 2. Northlake's finance committee and the treasurer will carefully manage the accounts on a monthly basis to enable optimal responsiveness to problems, levels of debt, and returns on reserve accounts. Northlake's accounts will include the operating account, the operating reserve, the capital reserve, the endowment fund, and other accounts as needed. The finance committee and the treasurer will fully inform the board in a timely manner regarding changes in, and status of, these accounts.

- Section 3. All income and gifts to Northlake will be reviewed by the finance committee in collaboration with the board, to be in compliance with local law and the Northlake vision and mission. A restricted gift to Northlake will be created only by a gift instrument as recognized in Washington State law, such as a will, deed, grant, trust, or signed letter. A gift to Northlake without a written gift instrument transfers complete ownership of the gift to Northlake. The Northlake board reserves the right to reject any income or gift.

ARTICLE THIRTEEN – INDEMNITY

- Section 1. The business and affairs of the corporation will be managed, and all corporate powers will be exercised by, or under the direction of, the Northlake board with the advice and guidance of the minister.
- Section 2. No member, board representative, officer, or staff member of Northlake will take any action or allow any activity or use that would endanger the non-profit corporate, charitable, or tax-exempt status of Northlake.
- Section 3. Northlake officers and trustees, board-appointed agents, and staff will be indemnified to the fullest extent provided by law for actions taken in service to the organization, except for any action determined by the board to have been criminal, reckless, taken for personal benefit, or otherwise performed in bad faith. This indemnity is designed to protect Northlake's duly elected and appointed church leaders and specifically does not apply to professional agents hired for pay, including but not limited to real estate agents, attorneys, and financial advisors. Northlake will maintain a comprehensive insurance policy that indemnifies board members, board-appointed agents, and staff, and that bonds the treasurer.
- Section 4. In any suit or legal action, the board, at its sole and absolute discretion, has the authority to advance legal fees and other costs incurred by an indemnitee. If any such suit or action results in a determination of bad faith and/or action in deliberate violation of the law, the indemnitee will reimburse Northlake for any advanced fees and costs, including reasonable attorney's fees and costs.

ARTICLE FOURTEEN – AMENDMENTS & DISSOLUTION

- Section 1. The board is vested by the laws of the State of Washington to ensure that the bylaws meet legal requirements consistent with a church. Northlake members hold the power to ratify, amend, or repeal and replace the bylaws.
- Section 2. In the event Northlake Unitarian Universalist Church is dissolved, after paying all just claims and satisfying all liabilities and debts, all property, real and personal, will be transferred to the Unitarian Universalist Association, its legal successor, or, if no successor can be found, another 501(c)(3).

ARTICLE FIFTEEN – DEFINITIONS

Amend means to make minor changes in a document to make it more accurate and up to date.

Charter means a document that outlines the structure, purpose, roles, responsibilities, and authority of an entity such as a committee.

Church means a non-profit organization that provides a gathering place for worship.

Congregation means a community that gathers for the purpose of worship, and includes members, friends, and visitors.

Contribution of record means there is a recorded gift of value that is freely given.

Democratic Rules of Order means the rules of procedure book written by Fred and Peg Francis.

Due process means the right to receive fair treatment, with adequate notice and an opportunity to be heard.

Good cause means there are adequate grounds or reasons to take action.

Notice means that members are informed of the time, date, and place of a meeting or an action.

Ratification means a document is approved by vote as specified in these bylaws. Ratify, adopt, and approve are synonyms.

Standing Rules for Member Meetings means the short guide describing member meeting procedures.

Succumb means to surrender to forces that cannot be changed that have led to being unable to fulfill the requirements of an appointed or elected leadership position.

When required means by law or by the rules of other entities, such as a bank.

EXHIBIT A
2023 CERTIFICATE OF CORPORATE SECRETARY

I, Diane W. DeWitt, certify that I am the current elected and acting Secretary of the Northlake Unitarian Universalist Church Board of Trustees. The above bylaws, consisting of 8 pages, are the bylaws of this corporation as adopted by the board on the 25th day of March 2023, and ratified by the voting members of the Northlake Unitarian Universalist Church of Kirkland, Washington, on the 23rd day of April 2023.

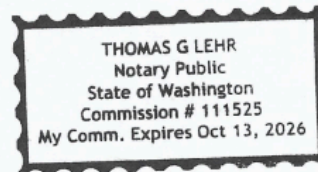
I further certify that the above bylaws were amended by the Northlake Unitarian Universalist Board of Trustees on the 17th day of August 2023. The voting members of the Northlake Unitarian Universalist Church ratified the amendment on October 1, 2023.


Secretary Signature

STATE OF WASHINGTON

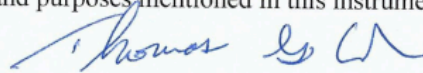
COUNTY OF KING

)
) ss.
)



I certify that I know or have satisfactory evidence that Diane W. DeWitt is the individuals who appeared before me, and said persons acknowledged that she signed this instrument and acknowledged it to be their free and voluntary act for the uses and purposes mentioned in this instrument.

Dated: October 3rd, 2023



Thomas G Lehr

Notary name typed or printed

Residing at: Kirkland WA

My appointment expires: 10/13/26

EXHIBIT B
ARTICLES OF INCORPORATION



STATE of WASHINGTON



SECRETARY of STATE

I, RALPH MUNRO, Secretary of State of the State of Washington and custodian of its seal, hereby issue this

CERTIFICATE OF INCORPORATION

to

NORTHLAKE UNITARIAN UNIVERSALIST CHURCH

a Washington Non Profit Corporation. Articles of Incorporation were filed for record in this office on the date indicated below.

UBI Number: 601 878 696

Date: May 27, 1998



Given under my hand and the Seal of the State of Washington at Olympia, the State Capital

Ralph Munro, Secretary of State

2-582713-0



STATE OF WASHINGTON SECRETARY OF STATE

Ralph Munro, Secretary of State
STATE OF WASHINGTON

- Please PRINT or TYPE in black ink
- Sign, date and return original and one copy to:

CORPORATIONS DIVISION
505 E. UNION • PO BOX 40234
OLYMPIA, WA 98504-0234

- Be sure to include filing fee. Checks should be made payable to "Secretary of State"

APPLICATION TO FORM A NONPROFIT CORPORATION

(Per Chapter 24.03 RCW)

FEE: \$30

EXPEDITED (24-HOUR) SERVICE AVAILABLE - \$20 PER ENTITY
INCLUDE FEE AND WRITE "EXPEDITE" IN BOLD LETTERS
ON OUTSIDE OF ENVELOPE

MAY 27 1998

RALPH MUNRO
SECRETARY OF STATE

FOR OFFICE USE ONLY

FILED: / /	UBI 601 878 696
CORPORATION NUMBER: 2.582713-0	

IMPORTANT! Person to contact about this filing

Carolyn Hayek

Daytime Phone Number (with area code)

(425) 889-8101

ARTICLES OF INCORPORATION

NAME OF CORPORATION	(May contain designations such as "Association," "Services" or "Committee." May not contain a corporate designation such as "Corporation," "Incorporated" or "Limited" or the abbreviation "Corp.," "Inc.," "Co.," or "Ltd.")
Northlake Unitarian Universalist Church	
EFFECTIVE DATE OF INCORPORATION	(Specified effective date may be up to 30 days after receipt of the document by the Secretary of State)
<input type="checkbox"/> Specific Date: _____ <input checked="" type="checkbox"/> Upon filing by the Secretary of State	
TERM OF EXISTENCE	(Check one box only)
<input checked="" type="checkbox"/> Perpetual <input type="checkbox"/> _____ Years (Please indicate number of years)	
PURPOSE FOR WHICH THE NONPROFIT CORPORATION IS ORGANIZED: (If necessary, attach additional information)	
to operate a church in King County (WA) east of Lake Washington and north of Bellevue and to engage in religious activities within the meaning of IRC 501(c)(3)	
IN THE EVENT OF A VOLUNTARY DISSOLUTION, THE NET ASSETS WILL BE DISTRIBUTED AS FOLLOWS: (If necessary, attach additional information)	
Upon dissolution, all assets, after payment of liabilities, shall be distributed to the Unitarian Universalist Association (or its successor), a tax-exempt religious organization under IRC 501(c)(3).	
NAME AND ADDRESS OF WASHINGTON STATE REGISTERED AGENT	
Name Carolyn Hayek	
Street Address (Required) 102 State St. #206 City Kirkland State WA ZIP 98033	
PO Box (Optional - Must be in same city as street address) _____ ZIP (If different than street ZIP) _____	
I consent to serve as Registered Agent in the State of Washington for the above named corporation. I understand it will be my responsibility to accept Service of Process on behalf of the corporation; to forward mail to the corporation; and to immediately notify the Office of the Secretary of State if I resign or change the Registered Office Address.	
Signature of Agent	Carolyn Hayek May 5, 1998

NAMES AND ADDRESSES OF EACH INITIAL BOARD DIRECTOR (If necessary, attach additional names and addresses)	
Name	Nyssa Rogers See attached sheet
Address 11604 104th Ave. NE City Kirkland State WA ZIP 98034	

NAMES AND ADDRESSES OF EACH INCORPORATOR (If necessary, attach names, addresses and signatures of each additional incorporator)	
Name	Nyssa Rogers
Address 11604 104th Ave. NE City Kirkland State WA ZIP 98034	

SIGNATURE OF INCORPORATOR	
This document is hereby executed under penalties of perjury, and is, to the best of my knowledge, true and correct.	
Signature of Incorporator	Nyssa Rogers President, Trustees 5/17/98

CORPORATIONS INFORMATION AND ASSISTANCE - 360/753-7115 (TDD - 360/753-1485)

1998 3341 8980 002

FOR OFFICE USE ONLY

FOR OFFICE USE ONLY

FOR OFFICE USE ONLY

Val: 05/27/1998 - 115068
\$50.00 on 05/27/1998
Check - 05/26/1998 - 6137

005-004 (5/97)






Attachment to Articles of Incorporation of Northlake Unitarian Universalist Church:

Additional members of the Board of Directors:

Larry Fennema; 26 20th Ave ; Kirkland, WA 98033
Nancy Brown; 9308 NE 135th St.; Kirkland, WA 98034
Jack Pollard; 16017 Lake Hills Blvd.; Bellevue, WA 98008
Judith Shattuck; 10415 168th Ave. NE; Kirkland, WA 98052
Mike Wilson; 23415 49th Ave. S.E.; Bothell, WA 98021

Additional incorporators (addresses listed above):

The undersigned execute these Articles of Incorporation under penalty of perjury and certify to the best of their knowledge that the statements made are true and correct:

 Larry Fennema	5/17/98 Date Signed	 Nancy Brown	5/17/98 Date Signed
 Jack Pollard	5/17/98 Date Signed	 Judith Shattuck	5/23/98 Date Signed
 Mike Wilson	5/17/98 Date Signed		

1998 3341 8980 003

EXHIBIT C

STANDING RULES - NORTHLAKE MEMBER MEETINGS

1. **Member Meetings.** These procedures and protections are intended to apply to formal meetings of the membership including annual, regular, and special member meetings.
2. **Other Meetings.** The board, committees, teams, groups, and task forces may choose their own rules of order or may meet without being bound to a certain set of rules of order.
3. **Ownership.** These standing rules belong to the members. After confirming the member meeting has a quorum, any vote to ratify, amend, strike, or replace these rules will require a 60% positive vote of the members present.
4. **Changes.** The board, or a majority vote of members present at a member meeting, may call a task force to evaluate or recommend changes to these Standing Rules for Member Meetings. Taskforce-recommended and/or board-recommended changes will be voted on by the members following the specifics outlined in item 3 above.
5. **Anti-Ableism.** Northlake rejects ableism. If votes are taken, the chair and any other person(s) handling the voting process will be flexible by allowing members to express a vote in whatever manner works for an individual member's body so long as it is clear whether the member is voting yes or voting no or abstaining. Meeting chairs will not require that a member stand to vote or speak. A good faith effort will be made to assist those with different needs to be able to actively participate in a meeting including, but not limited to, providing assistive listening devices, closed captioning, microphones, and other emerging technologies.
6. **Inclusivity.** Northlake is an inclusive congregation that respects varied cultural approaches to engagement, expression, and emoting. It is important to show courtesy and allow a speaker to express their thoughts; it is not acceptable for meeting attendees to "shout-down" a speaker. However, members who naturally engage in "call and response" behaviors will not be blocked from doing so. Northlake meetings accept engagement such as finger snaps, gasping, verbal "mmm-hmms" or "nuh-uhs," and other "call and response" behaviors.
7. **Consensus and Consent.** Even at large meetings, informal discussions are encouraged, as are decisions by consensus. Consensus means that everyone present is in whole-hearted agreement. If consensus is out of reach but if a decision can be reached by consent, that is also acceptable. Consent means that everyone present is willing to "live with" the decision, even if the decision is not perfect. If neither consensus nor consent can be achieved, items may be put to a vote, as discussed further below.
8. **Alternative Formats.** Member meetings often involve presentations to the whole group or a moderated discussions in which the chair calls on one member at a time to make a comment; however, if at least a majority of the members present are in favor, the meeting may utilize breakout groups or other creative formats for describing, deepening understanding, or collecting feedback.
9. **Motion to Vote.** If it is difficult to determine whether meeting attendees have consented to a decision, or if a formal motion is desired for explicitly recording in the minutes, a member attendee may state a motion for a vote. A stated motion must be seconded or else the motion dies.

10. **Voting Procedures.** Whenever there is a motion for a vote and a second, the chair will confirm the wording of the motion before counting the number of yes votes, no votes, and abstentions. Decisions made by vote require a majority plus one affirmative vote unless a higher percentage is specified in the bylaws. Whether decisions are made by consensus, consent, or vote, the quorum required will be as specified in the bylaws.

11. **Minutes.** Decisions decided by consensus, by consent, or by vote will be recorded in the meeting minutes. The meeting chair will state the necessary information regarding group decisions or votes so that this information, motion contents, and the vote/decision will be accurately captured in the minutes.

12. **Restoring Order.** If a meeting is experiencing an extreme breakdown in order and if attempts of the chair to proceed with an informal discussion or consensus building or occasional votes is not enough to hold the meeting together, the meeting chair may fall back on the Democratic Rules of Order as the resource relied upon for the meeting.

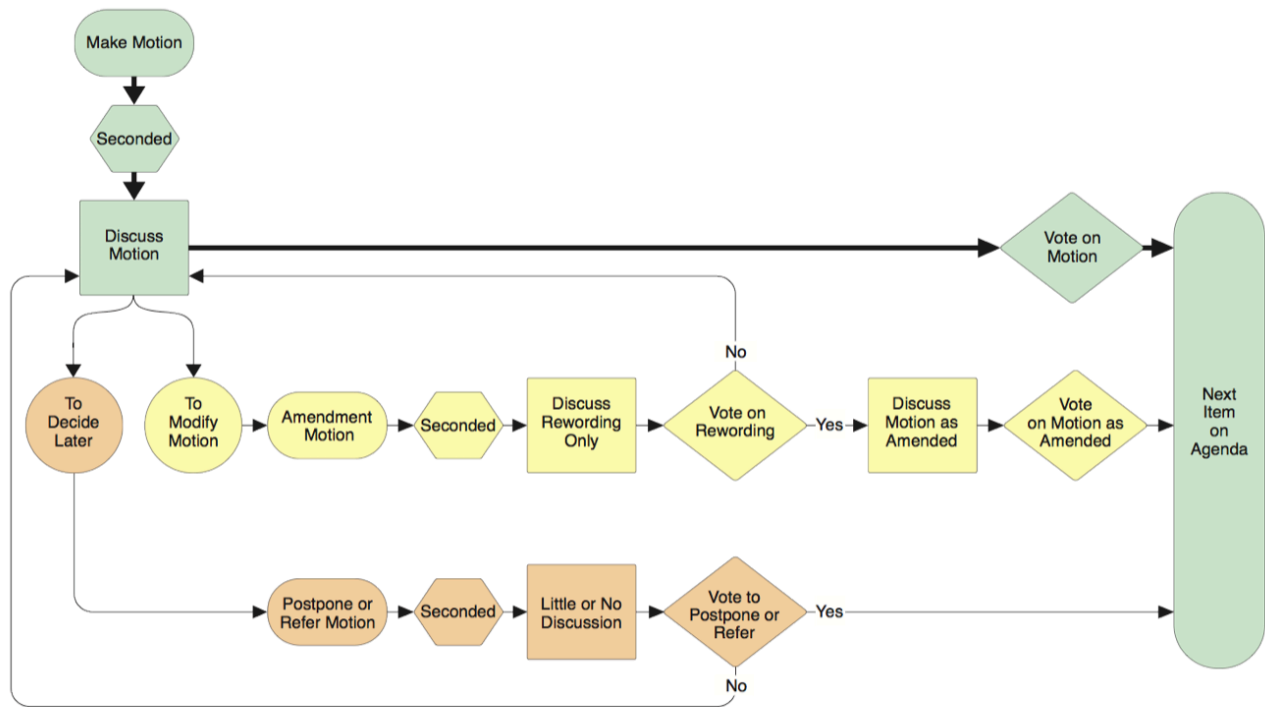
13. **Grace.** Whenever the Democratic Rules of Order is used at a member meeting it will not be used as a cudgel. The chair, recorder, and member attendees are expected to exercise grace, compassion, and common sense to promote/preserve community.

14. **Exception.** Northlake will not employ the provisions in the Democratic Rules of Order regarding “no-confidence votes.”

**Ratified
on
April 23, 2023**



Flow Chart Using *Democratic Rules of Order*



GOOD ORDER

- Stay on topic
- One speaker at a time, acknowledged by chair
- No interrupting

POINT OF ORDER

- Member explains how a law or good order is being breached
- Chair rules on point of order
- Vote if necessary



Democratic Rules of Order – Flow Chart by Fred and Peg Francis is licensed under a [Creative Commons Attribution-NonCommercial-NoDerivs 3.0 Unported License](https://creativecommons.org/licenses/by-nc-nd/3.0/). Based on a work at [Democratic Rules of Order](https://democraticrulesoforder.org/).

EXHIBIT D

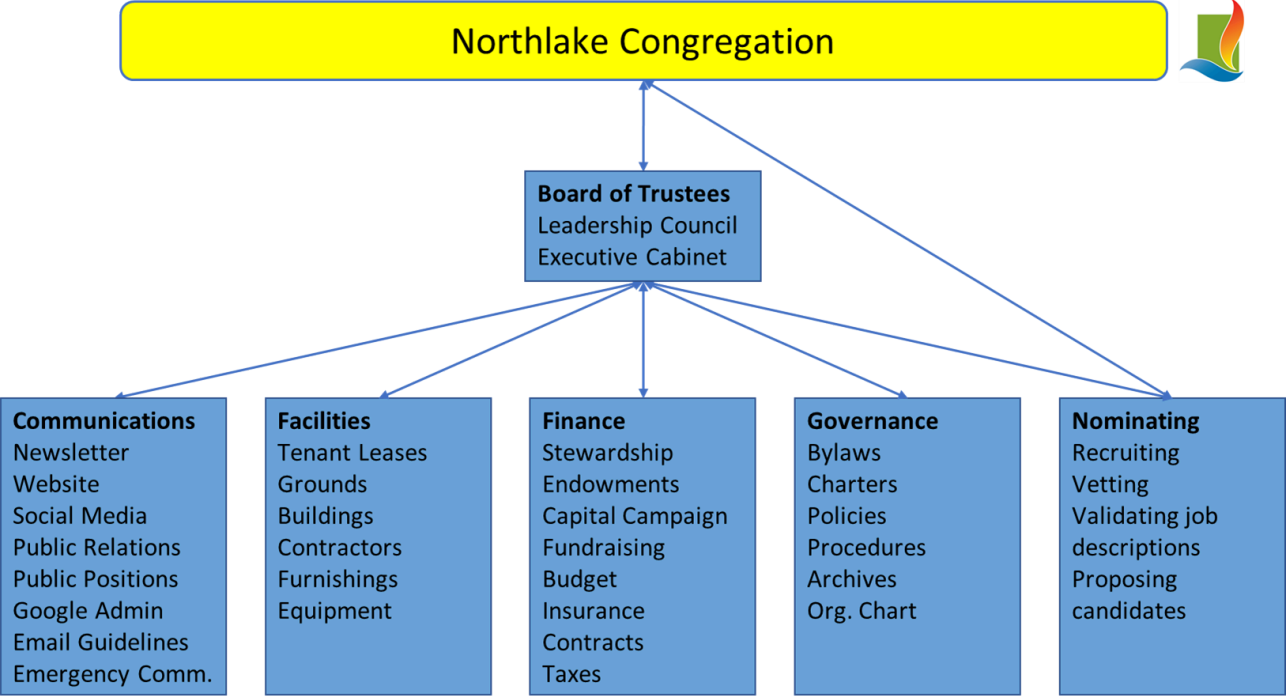
BYLAWS HISTORY

1961 April 21	<i>Northlake Unitarian Fellowship</i> – 33 founding members
1961 April 26	Bylaws ratified
1961 May 15	First “ <i>charter</i> ” issued by the Unitarian Universalist Association
1962 August 10	<i>Articles of Incorporation</i> for <i>Northlake Unitarian Fellowship</i>
1963 April 28	Bylaws revision ratified
1965 July 1	Bylaws amended - to add a minister <i>Northlake Unitarian Church</i>
1969 January 26	Bylaws revision ratified
1972 December 3	Bylaws revision ratified
1977 September 18	Bylaws revision ratified
1980 July 14	Bylaws revision ratified
1982 January 24	Bylaws revision ratified
1985 March 1	Bylaws revision ratified for <i>Northlake Unitarian Universalist Church</i>
1998 May 27	<i>Articles of Incorporation</i> as <i>Northlake Unitarian Universalist Church</i>
1999 April 8	Bylaws ratified
2004 April 18	Bylaws revision ratified
2008 January 13	Bylaws revision ratified
2010 March 15	Bylaws revision ratified
2011 July 13	Bylaws revision ratified
2012 May 9	Bylaws revision ratified
2013 May 8	Bylaws revision ratified
2015 October 25	Bylaws revision ratified
2023 April 23	Bylaws and Standing Rules ratified
2023 October 1	Bylaws revision ratified

ORGANIZATIONAL CHART

Northlake Unitarian Universalist Church Governance Chart

March 28, 2023





BOARD CHARTERS

**Northlake Unitarian Universalist Church
308 Fourth Avenue South
Kirkland, Washington 98033
(425) 822-0171**

Updated and Renewed

In effect from September 14, 2023 to September 30, 2025

EXECUTIVE CABINET CHARTER

Ratified: Northlake Unitarian Universalist Church board, May 5, 2021

Renewed as Amended: Northlake Unitarian Universalist Church board, February 14, 2023; September 14, 2023, November ?

Authority: RCW 24.03A and Article 9, Governance, Section 2 of the Northlake bylaws. The executive cabinet is chartered by the authority of the board, which is solely responsible for establishing, renewing, and/or dissolving any Northlake chartered entity.

Mission: The executive cabinet (hereafter cabinet) serves as a link or interface between the congregation, the Minister, and the board to ensure that church governance actions and outcomes are consistent with the mission and vision of Northlake.

Membership: Members of the cabinet will be the board's president, secretary, and minister. The vice president and treasurer may attend as needed.

Leadership: The cabinet is led by the president of the board. In the event the president is unavailable for an executive cabinet meeting, the vice president will lead and preside. In the event neither the president nor vice president are available, the secretary may lead and preside.

Schedule: The cabinet may meet as often as necessary to successfully carry out its duties, but at a minimum, the cabinet will confer in advance of each board meeting. In the first quarter of every even-numbered fiscal year, the board will reaffirm the continuance of the EC by a simple majority vote.

Accountability: The cabinet is a partnership between the board and the ministry, both of which are accountable to the congregation for fulfillment of Northlake's mission and vision.

Duties: The cabinet serves as a link between the board and ministry by performing the following:

1. Selecting both the consent agenda and the discussion agendas for board meetings,
2. Suggesting topics and presenters for congregational and town hall meetings,
3. Handling ordinary church-business decisions that need immediate resolution,
4. When absolutely necessary, inviting guests to cabinet meetings to provide information pertinent to the cabinet's work selecting board meeting agenda items.

Reporting: The secretary and/or president will share the cabinet-advised draft board meeting agenda with the entire board in advance of every board meeting. The cabinet will update the entire board regarding any matters that were handled at cabinet meetings rather than at a board meeting. The cabinet will provide updates and information to the congregation as needed.

Authors: Diane DeWitt, Elaine Srinivas, Chris Knowlton, Des Phair (2022); Diane DeWitt, Chris Knowlton, Diane Slota, Ellie Peterson (2023)

LEADERSHIP COUNCIL CHARTER

Ratified: Northlake Unitarian Universalist Church board, May 5, 2021

Renewed as Amended: Northlake Unitarian Universalist Church board, August 9, 2022; September 14, 2023

Authority: RCW 24.03A and Article 9, Governance, Section 2 of the Northlake bylaws. The leadership Council (LC) is chartered by the authority of the board, which is solely responsible for establishing, renewing, and/or dissolving any Northlake chartered entity.

Mission: The LC will help individuals taking on church leadership roles to become effective leaders empowered and capable of promoting the Northlake mission and vision.

Leadership: The LC is led by the board president, though it may be co-led with the vice president or leadership may be delegated to the vice president.

Membership: The board and the board's committee chairs are the *de-facto* members of the LC. Other church leaders, including the chairs of selected subcommittees, may be asked to participate when relevant for their specific leadership position.

Schedule: The LC members will participate in leadership training activities a minimum of twice a year and more often if training activities are available, necessary, and/or beneficial. In the first quarter of every fiscal year, the cabinet will propose training opportunities for that year. In the first quarter of every even-numbered fiscal year, the board will reaffirm the continuance of the LC by a simple majority vote.

Accountability: The LC is responsible to the members for the successful governance of church affairs through the work of the board, and the chairs of the committees and their subcommittees and task forces.

Duties: The LC aims to offer leadership training activities such as events, meetings, mentorships, seminars, conferences, and retreats to develop the knowledge and skills appropriate for Northlake leadership positions.

Reporting: The LC co-leaders will maintain records of completed leadership training and provide a report to the congregation at the conclusion of the fiscal year.

Authors: Diane DeWitt, Chris Knowlton, Elaine Srinivas (2021-2022); Diane DeWitt, Chris Knowlton, Diane Slota, Ellie Peterson (2023)

COMMUNICATIONS COMMITTEE CHARTER

Ratified: Northlake Unitarian Universalist Church board, March 3, 2021

Renewed as Amended: Northlake Unitarian Universalist Church board, October 11, 2022; September 14, 2023

Authority: RCW 24.03A and Article 9, Governance, Section 2 of the Northlake bylaws. The communications committee (CC) is chartered by the authority of the board, which is solely responsible for establishing, renewing, and/or dissolving any Northlake chartered entity.

Mission: The CC is empowered to oversee the logistical and messaging elements of all Northlake's written and digital communications, both internal and external, to ensure their optimal use in furthering the mission and vision of Northlake.

Leadership: The chair of the CC will be appointed by the president of the board, in consultation with the current members of the committee and with the advice and approval of the board. Priority will be given to individuals who have acquired knowledge about CC and its mission and duties by serving on the CC for one year or more. The term of office will be two years and can be renewed by the board up to three times for a total of six years. The chair or a designated alternate will attend leadership training that will be made available for Northlake leaders. The chair may resign by notifying the board president.

Membership: Members of the CC will be recruited and vetted by the chair. Any CC member may resign by notifying the chair. Members may be dismissed without formal cause by a simple majority vote of the committee.

Schedule: The CC will meet at least quarterly. The CC may meet more often, if necessary, to successfully carry out the duties of the CC and any subcommittee or task forces reporting to it. In the first quarter of every even-numbered fiscal year, the board will reaffirm the continuance of the CC by a simple majority vote.

Accountability: The board assigns the CC the responsibilities of developing and documenting effective policies and procedures related to all Northlake communications. The CC will assign work as needed to CC individuals, subcommittees, or task forces and will provide oversight and support.

Duties: The CC will assist in the creation and updating of policies related to all communication matters, working with staff, ministry teams, groups, committees, members of the congregation, and other stakeholders as needed. The resulting documents will serve as guidelines and templates for all Northlake parties involved in creating and managing internal and external communications to ensure deliverables are consistent with Northlake's mission, vision, and values.

Reporting: The CC chair will provide summary reports to the board as needed.

Authors: Diane DeWitt, Chris Knowlton, and Elaine Srinivas (2021-2022); Diane DeWitt, Chris Knowlton, Diane Slota, Ellie Peterson (2023)

FACILITIES COMMITTEE CHARTER

Ratified: Northlake Unitarian Universalist Church board, March 3, 2021

Renewed as Amended: Northlake Unitarian Universalist Church board, August 9, 2022; September 14, 2023

Authority: RCW 24.03A and Article 9, Governance, Section 2 of the Northlake bylaws. The facilities committee (FAC) is chartered by the authority of the board, which is solely responsible for establishing, renewing, and/or dissolving any Northlake chartered entity.

Mission: The FAC is empowered to oversee the ongoing maintenance and preservation of Northlake's physical structures (both internal and external) and surrounding grounds, to ensure their optimal use in furthering the mission and vision of Northlake.

Leadership: The chair of the FAC will be appointed by the president of the board, in consultation with the current members of the committee and with the advice and approval of the board. Priority will be given to individuals who have acquired knowledge about FAC and its mission and duties by serving on the FAC for one year or more. The term of office will be two years and can be renewed by the board up to three times for a total of six years. The chair or a designated alternate will attend leadership training that will be made available for Northlake leaders. The chair may resign by notifying the board president.

Membership: Members of the FAC will be recruited and vetted by the chair. Any FAC member may resign by notifying the chair. Members may be dismissed without formal cause by a simple majority vote of the committee.

Schedule: The FAC will meet at least quarterly. The FAC may meet more often, if necessary, to successfully carry out the duties of the FAC and any subcommittee or task forces reporting to it. In the first quarter of every even-numbered fiscal year, the board will reaffirm the continuance of the FAC by a simple majority vote.

Accountability: The board assigns the FAC responsibility for the well-being of the Northlake campus including buildings, equipment, material content, furnishings, and grounds. The FAC will assign work as needed to FAC individuals, subcommittees, or task forces and will provide oversight and support.

Duties: The FAC will assist in the creation and updating of policies related to all physical facility matters, working with staff, ministry teams, groups, committees, members of the congregation, and other stakeholders. The resulting documents will serve as guidelines for all Northlake parties who work on physical structures, contents and equipment, and grounds, to ensure all actions are consistent with Northlake's mission, vision, and values.

Reporting: The FAC chair will provide routine summary reports to the board as needed.

Authors: Diane DeWitt, Chris Knowlton, and Elaine Srinivas (2021-2022); Diane DeWitt, Chris Knowlton, Diane Slota, Ellie Peterson (2023)

FINANCE COMMITTEE CHARTER

Ratified: Northlake Unitarian Universalist Church board, March 3, 2021

Renewed as Amended: Northlake Unitarian Universalist Church board. August 15, 2022; October 11, 2022; September 14, 2023

Authority: RCW 24.03A and Article 9, Governance, Section 1 of the Northlake bylaws. The finance committee (FIC) is chartered by the authority of the board, which is solely responsible for establishing, renewing, and/or dissolving any Northlake chartered entity.

Mission: The FIC is empowered to oversee Northlake's financial performance to ensure consistency with the mission and vision of Northlake.

Leadership: The chair of the FIC will be appointed by the president of the board, in consultation with the current members of the committee and with the advice and approval of the board. Priority will be given to individuals who have acquired knowledge about FIC and its mission and duties by serving on the FIC for one year or more. The term of office will be two years and can be renewed by the board up to three times for a total of six years. The chair or a designated alternate will attend leadership training that will be made available for Northlake leaders. The chair may resign by notifying the board president.

Membership: Members of the FIC will be recruited and vetted by the chair. Any FIC member may resign by notifying the chair. Members may be dismissed without formal cause by a simple majority vote of the committee.

Schedule: The FIC will meet at least quarterly. The FIC may meet more often, if necessary, to successfully carry out the duties of the FIC and any subcommittee or task forces reporting to it. In the first quarter of every even-numbered fiscal year, the board will reaffirm the continuance of the FIC by a simple majority vote.

Accountability: The board assigns the FIC the responsibilities of developing and documenting effective policies and procedures related to all finance matters. The FIC will assign work as needed to FIC individuals, subcommittees, or task forces and will provide oversight and support.

Duties: The FIC will manage Northlake's financial assets and liabilities under the oversight of the Northlake board. The FIC will also assist in the creation and updating of policies related to all financial matters, working with staff, ministry teams, groups, committees, members of the congregation, and other stakeholders as needed. The resulting documents will serve as guidelines and templates for all Northlake parties who are involved in managing financial issues to ensure decisions and actions are consistent with Northlake's mission, vision, and values.

Reporting: The FIC chair will provide regular reports to the board as needed.

Authors: Diane DeWitt, Chris Knowlton, and Elaine Srinivas (2021-2022); Diane DeWitt, Chris Knowlton, Diane Slota, Ellie Peterson (2023).

GOVERNANCE COMMITTEE CHARTER

Ratified: Northlake Unitarian Universalist Church board, March 3, 2021

Renewed as Amended: Northlake Unitarian Universalist Church board, August 9, 2022; September 14, 2023

Authority: RCW 24.03A and Article 9, Governance, Section 1 of the Northlake bylaws. The Governance Committee (GC) is chartered by the authority of the board, which is solely responsible for establishing, renewing, and/or dissolving any Northlake chartered entity.

Mission: The GC is empowered to collect, create, curate, and assume custodial oversight of church governance structures and documents to ensure consistency with the mission and vision of Northlake.

Leadership: The chair of the GC will be appointed by the president of the board, in consultation with the current members of the committee and with the advice and approval of the board. Priority will be given to individuals who have acquired knowledge about GC and its mission and duties by serving on the GC for one year or more. The term of office will be two years and can be renewed by the board up to three times for a total of six years. The chair or a designated alternate will attend leadership training that will be made available for Northlake leaders. The chair may resign by notifying the board president.

Membership: Members of the GC will be recruited and vetted by the chair. Any GC member may resign by notifying the chair. Members may be dismissed without formal cause by a simple majority vote of the committee.

Schedule: The GC will meet at least quarterly. The GC may meet more often, if necessary, to successfully carry out the duties of the GC and any subcommittee or task forces reporting to it. In the first quarter of every even-numbered fiscal year, the board will reaffirm the continuance of the GC by a simple majority vote.

Accountability: The board assigns the GC the responsibilities of developing and documenting effective policies and procedures related to all governance matters. The GC will assign work as needed to GC subcommittees and task forces and will provide oversight and support.

Duties: The GC will assist in the creation and updating of policies related to all governance matters, conferring with other stakeholders as needed. The resulting documents will serve as guidelines and templates for all Northlake parties to ensure that governance structures and documents are consistent with Northlake's mission, vision, and values.

Reporting: The GC chair will provide regular summary reports to the board as needed.

Authors: Diane DeWitt, Chris Knowlton, and Elaine Srinivas (2021, 2022); Diane DeWitt, Chris Knowlton, Diane Slota, Ellie Peterson (2023)

NOMINATING COMMITTEE CHARTER

Ratified: Northlake Unitarian Universalist Church board, August 4, 2021

Renewed as Amended: Northlake Unitarian Universalist Church board, August 9, 2022; September 14, 2023; January 11, 2024

Authority: RCW 24.03A and Article 9, Governance, Section 1 of the Northlake bylaws. The Nominating Committee (NC) is chartered by the board in compliance with Article 9, Section 2 of the bylaws. The board is solely responsible for establishing and renewing any Northlake chartered entity. The members of Northlake have the authority to dissolve the NC.

Mission: The NC will be empowered to assist the cabinet and board by nominating candidates to fill vacant church elected and appointed leadership positions in a manner that is consistent with the mission and vision of Northlake.

Membership: Members of the NC will have been members of Northlake for at least a year and will be elected by the members at the annual meeting after having been recruited and vetted by the current members of the NC. Whenever possible, the NC will include one former board member. The full term of office will be three years, staggered so that one NC member is replaced with a new person every year. NC members will negotiate as necessary to maintain staggered terms. NC members cannot be re-elected until three years after their term ends. NC members may resign by notifying the NC chair and board president. In the event of a resignation or unexpected vacancy the board with the advice and consent of current NC members will appoint someone to fill the position until the next election. NC members may be dismissed by the board without formal cause by a majority vote in an executive session.

Leadership: The chair of the NC will be chosen each year by the NC members within a month after the annual election and will have experience and knowledge about the NC, its mission, methods, and duties. The NC chair, or a designated alternate, will attend leadership council events. The chair may resign by notifying the board president.

Schedule: The NC will meet at least quarterly. The NC will meet more often, if necessary, to successfully carry out their duties. In the first quarter of every even-numbered fiscal year, the board will reaffirm the continuance of the NC by a simple majority vote.

Accountability: The NC is responsible to the congregation and coordinates all its activities with the board and minister. The board will routinely specify the vacancies to be filled.

Duties: The NC will recruit, vet, and nominate qualified people to fill vacant leadership positions, with primary focus on board and NC vacancies. In the 4th quarter of each fiscal year, the NC will review and advise the board regarding the viability of Northlake volunteer job descriptions. The NC will assist in the creation and updating of policies and procedures about the nominating process, ensuring there are current guidelines and templates available to help find and recruit qualified church leaders whose contributions will be consistent with Northlake's mission, vision, and values.

Reporting: The NC will provide a summary report to the board at the end of the fiscal year and will report to the board as needed during any active search for a board member or NC member.

Authors: Diane DeWitt, Chris Knowlton, Elaine Srinivas, Stacy Duffy, Sandy Naranjo (2021-2022); Diane DeWitt, Chris Knowlton, Diane Slota, Ellie Peterson (2023-2024)



POLICIES AND PROCEDURES

**Northlake Unitarian Universalist Church
308 Fourth Avenue South
Kirkland, Washington 98033
(425) 822-0171**

CHURCH

Church Policy 01: Covenant of Right Relations

Approved: Northlake Unitarian Universalist Church board, March 17, 2025

Ratified: Northlake Unitarian Universalist Church member meeting, March 30, 2025

Authority: Article 2, Section 2; Article 4, Section 5; Article 6, Section 5; and Article 8, Section 1 of the Northlake bylaws.

Policy Statement

Intent: Northlake members have a shared social contract as the foundation for Northlake's approach to establishing and maintaining a successful, collaborative faith community. The current Northlake *Covenant of Right Relations* can be found below and at <https://northlakeuu.org/about-us>.

Member role: The Northlake *Covenant of Right Relations* is created by members using a community-wide engagement and *discernment** process.

Board roles: The board is responsible to ensure the covenant is honored and effectively employed. The board also determines when it is time to reassess the covenant in collaboration with the ministry and members, and then oversees the discernment process.

Current text: Our current covenant contains a commitment statement and five assertions, as follows:

As individual people working together to form an inclusive, joyful, and sacred community, we commit to this covenant:

- *We will offer acceptance and support to all, giving and receiving with grace and gratitude.*
- *We will listen with compassion and speak with honesty and respect.*
- *We will acknowledge our feelings and take responsibility for the impact of our actions.*
- *We will welcome the open-hearted exchange of perspectives while respecting personal boundaries.*
- *We will address conflicts directly, give the benefit of the doubt, and forgive ourselves and each other.*

By honoring these commitments, we foster an empowered Northlake community, promoting love, equity, and justice in the world.

Custodian: Governance committee.

***Discernment:** *A process for making decisions based on a comprehensive understanding of the situation developed by using intuition, wisdom, outside perspectives, critical thinking, and deepened understanding.*

Historical note: *The 1963 to 1986 strategic planning work by Northlake leaders led to a covenant that was described as “frequently recited in unison” during worship services. It was likely part of the context for member discussion in 1986 and 1987 that led to formal acceptance at the March 17, 1987, member meeting. Members approved updated covenants [April 17, 2005](#), [January 16, 2017](#), & [January 27, 2019](#).*

Church Procedure 01-01: Covenant Discernment

Purpose: Members use a reliable and inclusive method for covenant discernment and ratification.

Schedule: The Northlake board and ministry collaboratively decide when to revisit this topic, or if 10% of the members request a review in writing to the board and minister, the request will be granted. The recommended interval is ten years or more.

Method: The board provides structure, oversight, and guidance for the months-long covenant discernment process. The process is designed and led by trained facilitators chosen by and reporting to the board. Past and current lay leaders may be asked to assist, and it is intended that all members and staff participate in the discernment and ratification process.

Process: Ideally, all members are consulted before the discernment process is concluded. The following steps are guidelines to maximize the level of participation and a successful outcome.

1. The board establishes a lead or a time-limited task force to guide the discernment process.
2. Community participation is as broad and inclusive as possible.
3. Information is gathered using some combination of surveys, polls, small-group listening circles, town hall meetings, and individual interviews.
4. Each information gathering activity has a scribe recording the information.

Church Procedure 01-02: Covenant Oversight

Purpose: The board is responsible for ensuring the covenant is honored and effectively employed.

Schedule: Whenever deemed appropriate.

Method: The board adheres to the authoritative sources (RCW 24.03A & 24.55, and Bylaws Article 4, Section 5) that assign these responsibilities.

Process: The following guidelines, and more, will be employed to manage this responsibility.

1. The board coordinates with the ministry, the Healthy Congregation Team, and other individuals and groups as needed.
2. The board has primary responsibility for ensuring breaches of the covenant are resolved.

Church Policy 02: Mission and Vision

Approved: Northlake Unitarian Universalist Church board, March 17, 2025

Ratified: Northlake Unitarian Universalist Church member meeting, March 30, 2025

Authority: Article 2, Section 2; and Article 9, Section 1 of the Northlake bylaws.

Policy Statement

Intent: The Northlake mission and vision reflect the shared purpose and direction of our faith-based community, defining both what we do today and what we aspire to tomorrow. The current statements can be found below and at <https://northlakeuu.org/about-us/our-mission-and-vision/>.

Member role: The Northlake mission and vision are created by members using a community-wide engagement and discernment* process.

Board role: The mission and vision provide direction for the board's strategic planning work. The board determines when it is time to examine the mission and vision in collaboration with the ministry and members, and then oversees the discernment process.

Current text: Our current mission and vision statements are:

The Northlake Mission is to celebrate life by worshipping together, serving others and nurturing a diverse, loving community.

The Northlake Vision is to be a vibrant and welcoming community, feeding the human spirit, lighting a beacon for love and justice.

Custodian: Governance committee.

***Discernment:** *A process for making decisions based on a comprehensive understanding of the situation developed by using intuition, wisdom, outside perspectives, critical thinking, and deepened understanding.*

Historical Note: *The concept of long-range or strategic planning dominated Northlake from 1963 to the late 1980s when the church focus had become survival and growth driven by practical concerns about worship/minister and land/facilities. The notion of mission and vision was emerging as documented by 1986 written decisions about a "statement of purpose" or "principle," in the January 1987 Almanac on page 21, and in separate mission and vision statements dated February 15, March 17, and May 3, 1987. Members also voted on this topic on May 22, 1995, and on April 7, 2013. The program council formally accepted the April mission and vision statements on Sept 9, 2014.*

Church Procedure 02-01: Mission and Vision Discernment

Purpose: Members use a reliable and inclusive method for mission and vision discernment and ratification.

Schedule: The Northlake board and ministry collaboratively decide when to revisit this topic, or if 10% of the members request a review in writing to the board and minister, the request will be granted. The recommended interval is a minimum of five years and not longer than ten years.

Method: The board provides structure, oversight, and guidance for the months-long mission and vision discernment process. The process is designed and led by trained facilitators chosen by and reporting to the board. Past and current lay leaders may be asked to assist, and it is intended that all members and staff participate in the discernment and ratification process.

Best practice: To align Northlake with our tax-exempt purpose, words such as church, faith community, and worship are included in the mission and vision statements.

Process: Ideally, all members are consulted before the discernment process is concluded. The following steps are guidelines to maximize the level of participation and a successful outcome.

1. The board establishes a time-limited task force to lead the discernment process.
2. Community participation is as broad and inclusive as possible.
3. Information is gathered using some combination of surveys, polls, small-group listening circles, town hall meetings, and individual interviews.
4. Each information-gathering activity has a scribe recording the information.

Church Policy 03: Conflicts of Interest (was Board Policy 22)

Ratified: Northlake Governance Committee, August 9, 2022

Accepted: Northlake Unitarian Universalist Church board, September 13, 2022

Intent: The Northlake Board of Trustee (board) will hold board members, staff, and members of all governance committees, subcommittees, and task forces and all ministry teams, groups, and task forces responsible for carrying out their duties with undivided loyalty to Northlake's values and mission.

Definition: A conflict of interest exists whenever a staff member or volunteer takes action that interferes with loyalty and fidelity to the congregation and its principles. Conflicts of interest arise when someone:

1. Stands to gain or lose financially because of a church action.
2. Has a fiduciary duty or close personal or business relationship with any person or entity that stands to gain or lose because of a church action.
3. Holds a substantial property interest or position in a corporation, business, or other organization that stands to gain or lose because of a church action.
4. Cannot set aside their personal preferences as an individual to act in the best interests of Northlake.
5. Appears to exhibit or create divided or conflicting loyalties.

Reporting: If someone recognizes a potential conflict of interest for themselves or another, it is the responsibility of that person to bring the concern to the executive cabinet. The cabinet will place the issue on the board agenda as an executive session topic.

Outcomes: If the board determines that there is a conflict of interest, the board will develop a plan to resolve the conflict of interest. Conversely, if no conflict of interest is found, the issue will be dropped.

Accountability: All responsibility for resolving perceived conflicts of interest rests with the board.

Authors: Elaine Srinivas, Diane DeWitt

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Church Policy 04: Member Meetings **(was part of Board Policy 20)**

Approved: Northlake Unitarian Universalist Church board, March 17, 2025

Ratified: Northlake Unitarian Universalist Church member meeting, March 30, 2025

Authority: The Bylaws Preamble; Article 6, Sections 1 to 5; Article 7, and Article 15 of the Northlake bylaws; and *Governance Manual* Exhibit C, Standing Rules - Northlake Member Meetings.

Policy Statement

Intent: Northlake uses member meetings to conduct church business.

Purpose: Potential Northlake member meeting agenda topics include but are not limited to holding elections; reviewing the budget; incurring new debt greater than \$50,000; employing a permanent or “settled” minister; and ratifying the bylaws, bylaws revisions, and church policies.

Leadership: The Northlake board is responsible for holding member meetings. The board president is the presiding officer. Both the board president and minister present their annual reports at a member meeting each year. The secretary records the minutes and distributes the approved minutes to members and friends.

Schedule: Northlake holds a minimum of 2 member meetings per year. The board may schedule special member meetings whenever appropriate or necessary.

Quorum: To confirm quorum requirements are met, lay leaders are appointed by the board president to identify, verify, and enumerate the active members present in-person and on-line. The quorum will be reported to the president and the secretary.

Conduct: To ensure successful member meetings, Northlake relies on the *Standing Rules - Northlake Member Meetings* backed up by Fred and Peg Francis’ book, *Democratic Rules of Order*. The results of each vote taken are announced from the podium and recorded in the minutes.

Participation: Attendance is open to all unless otherwise specified by the board in the meeting notification. Voting is limited to members in good standing.

Context: See Article 15 definitions in the bylaws, board policy 05: governance calendar, and Exhibit C - Standing Rules.

Custodian: Governance committee.

Historical Note: *An earlier version, previously named Governance Committee Policy 02, was ratified on May 4, 2022 by the board.*

Church Procedure 04-01: Member Meeting Guidelines (was GC Procedure 02-01: Congregational Meetings)

Purpose: Northlake conducts church business in member meetings.

Schedule: The two annual member meetings are held between March and June. Special member meetings are held as needed.

Method: The board is responsible for scheduling and conducting successful member meetings following the laws of Washington State (specifically, [RCW 24.03A](#), Part II, Article 3).

1. The date, time, and agenda of regular member meetings is sent a minimum of 30 days before the meeting.
2. Notification of the date and time of a special member meeting will be at least 10 days in advance.
3. Meeting notification guidelines include multiple notification methods.
4. The names and contact information of members eligible to vote are available from the church business office to other members for verification two business days before the date of a member meeting.
5. Members eligible to vote, either in person or online, are verified and counted, and quorum numbers are announced before any business is conducted.
6. When feasible, member meetings will be multiplatform to allow attendance in person or online.
7. The president presides at member meetings.
8. The president will instruct members about how the voting will be conducted.
9. The president may use a parliamentarian.
10. The secretary will take minutes. Members will approve minutes of the prior member meeting.
11. The [Standing Rules](#) will be employed.

Church Policy 05: Town Hall Meetings (was part of Board Policy 20)

Approved: Northlake Unitarian Universalist Church board, March 17, 2025

Ratified: Northlake Unitarian Universalist Church member meeting, March 30, 2025

Authority: Article 3, Section 2 of the Northlake bylaws.

Policy Statement

Purpose: Northlake holds town hall meetings to ensure that church members and friends are well informed about a range of important and timely issues.

Goal: Town hall meetings feature two-way communications between presenters and attendees.

Agenda: There are unlimited potential topics that may be relevant to the Northlake community for discussion at a town hall meeting. The board, in collaboration with the minister, selects the town hall meeting topics, presenters, and presentation plan.

Internal Feedback Loop: The Northlake board, committees, task forces, ministry groups, teams, and/or other involved people provide the Northlake community with timely information and explanations about what they do and what they need to succeed. In return, Northlake members and friends provide reactions, opinions, ideas, and feedback.

External Information: Presenters may also be individuals and groups from a broad variety of local community groups including other faith communities and UUA leaders and ministers.

Custodian: Governance committee.

Historical Note: *An earlier version, previously named Governance Committee Policy 02, was ratified on May 4, 2022 by the board.*

Church Procedure 05-01: Town Hall Goals
(was GC Procedure 02-02: Town Hall Meetings)

Purpose: Providing Northlake members and friends with timely information on many topics.

Schedule: Northlake aims to hold town hall meetings as needed and appropriate. Historically, six town hall meetings per year is typical.

Method: The board, in collaboration with other lay leaders and the minister, plans town hall meetings following these specific guidelines and choices:

1. Town hall meetings are open to all interested parties.
2. Town hall meetings are typically held after Sunday worship services.
3. The board aims to announce town hall meetings a minimum of 2 weeks in advance.
4. Multiple notification methods will be used.
5. Town hall meetings vary in length from 30 to 90 minutes.
6. Town hall meetings are informal and informational and include Q and A or some other interactive process.
7. When feasible, town hall meetings will be multiplatform to allow attendance in person or online.
8. After the meeting, the board will disseminate information from the meeting, such as slides, notes, recordings, etc., to members, friends, and staff.
9. Town hall meetings may be presented in a variety of formats.
10. Town hall meetings may employ in-part, or in-full, small group round table discussions.
11. Town hall meetings may include polling but explicitly never involve voting.
12. Town hall meetings may present information on one or several topics per meeting.

BOARD MEETINGS

Board Meetings Policy 01: Board Meeting Agendas (was Board Policy 01)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Intent: Building the board meeting agendas is intended as a collaborative process that will allow the board to efficiently address the most important topics affecting the congregation while also carving out time for visioning and reflection.

Process: To the extent possible, agendas should be set using the procedures outlined in the executive cabinet's policies. If for any reason a quorum of the executive cabinet cannot meet before a scheduled board meeting, the board president and/or the minister will compile a draft agenda for the board's approval at the start of the meeting.

Input: Those creating the agenda are expected to listen to input from fellow board members, staff, congregation members, and others in order to compile a truly representative agenda.

Consent agenda: Consent agenda items are intended to be routine products that do not require live discussion during the meeting. For further information regarding implementing consent agendas, see procedure below.

Efficiency: Board meetings will aim to last two hours or less unless urgent business dictates otherwise. The meeting chair will endeavor to run meetings in a fair but efficient manner, allowing voices to be heard while still diligently moving the meeting forward.

Authors: Northlake Board for fiscal year 2022-23

Custodians: Governance Committee

Historical Note: *The content of this policy was previously in executive cabinet Policy 01: agenda setting and board policy 12: board meeting agendas.*

**Board Meetings Procedure 01-01: Consent Agendas
(was Board Procedure 01-01)**

1. To streamline board meetings, reports, past board meeting minutes, and any policies that have been duly ratified by committees will be placed on a consent agenda.
2. The consent agenda will be distributed for review in advance of each board meeting.
3. Any board member may ask to move an item off of the consent agenda and onto the regular agenda for discussion, and such requests will be automatically granted.

**Board Meetings Procedure 01-02: Efficient Meetings
(was Board Procedure 01-02)**

1. At the beginning of a board meeting or at any time during the meeting, any board member may motion to rearrange the order of one or more topics in order to accommodate the scheduling needs of a guest speaker or for any other efficiency-based purpose.
2. At the beginning of a board meeting or at any time during the meeting, any board member may motion to postpone a topic until a later time or to table a topic indefinitely. Such motion will be decided by a simple majority of voting board members present at a meeting if the topic has not been tabled previously at a prior meeting.
3. If a topic has been previously tabled and has nonetheless made it onto the agenda again, re-tabling that topic will require a vote of a majority of members present plus at least one additional member (e.g. 5 out of 7 rather than 4 out of 7 board members present at a meeting must vote in favor of re-tabling the topic).
4. If discussion on a particular topic has become repetitive or otherwise dragged on, any board member may call for a vote on the relevant open motion, or if there is no open motion, any board member may simply request to move onto the next agenda item. Upon such a request, if there is not consensus, the board will vote on whether to continue discussion.

Board Meetings Policy 02: Default Procedures During Board Meetings (was Board Policy 02)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Amended: Northlake Unitarian Universalist Church board, April 11, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Intent: The board intends to maintain a collegial, respectful atmosphere in which all board member perspectives are considered and decisions are mutually agreed. The board endeavors to reach unanimous consent when possible. However, as a collection of individuals with different life experiences and perspectives, the board understands that unanimity is not always attainable. Where unanimity is out of reach, this policy outlines agreed approaches for proceeding through meetings and reaching decisions.

Chair: The president serves as the chair of board meetings. The vice president serves as chair when the president is unavailable. If neither the president nor the vice president is available for a board meeting that nonetheless has a quorum, the meeting attendees may select a person to serve as chair of the meeting.

Keeping order: Board meetings will follow the agenda that was set for the meeting, although modifications to the agenda are permitted at the board's discretion (see Board Meetings Policy 01: Board Meeting Agendas). The meeting chair is responsible for moving a meeting forward in a thoughtful but efficient manner. Use of involved and structured procedures, such as the Democratic Rules of Order, will be turned to as a last resort if necessary to restore order to the meeting.

Minutes: Meeting minutes should be taken by the board secretary or by a reasonable substitute if the secretary is unavailable. The board will approve the minutes for prior board meetings as part of the agenda at a subsequent board meeting.

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

**Board Meetings Procedure 02-01: Default Board Meeting Procedures
(was Board Procedure 02-01)**

To the extent possible, the board will

1. Discuss agenda items in order,
2. Take and document consensus, consent, or a vote for any official decisions, and
3. Move to the next agenda item once the chair believes discussion of a topic has reached its natural conclusion.

**Board Meetings Procedure 02-02: Restoring Order
(was Board Procedure 02-02)**

1. Before turning to the Democratic Rules of Order, any board member may suggest an alternative decision making mechanism (for example, utilizing “sociocracy” or another available system). The board will vote on any such suggestion, and such votes require a simple majority to pass.
2. Recognizing that most chairs will not be formally trained in complex rules of procedure, if no other procedure can be agreed, the board will revert to using the latest edition of the Democratic Rules of Order. The chair will be expected to have access to a copy of this product available at every meeting.

Board Meetings Policy 03: Special Board Meetings (was Board Policy 03)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023, September 9, 2024

Authority: RCW 24.03A and Article 9, Governance, Section 1 of the Northlake bylaws.

Intent: A special board meeting may occasionally be required if there is not enough time to finish a topic during a regularly scheduled board meeting or if an issue has come up that requires a decision from the full board and cannot wait until the next regularly scheduled board meeting. Special meetings of the board are intended to be rare.

Convocation: The board president or any three members of the board may call a special meeting.

Notice: Notice of a special meeting must be provided to all board members, including *ex officio* members, in a way that is consistent with RCW 24.03A. At minimum, the person(s) organizing a special meeting must send an email notice to all board members stating the meeting date, time, and location, and including login information for online or hybrid meetings. If the meeting consists entirely or nearly entirely of executive session topics, email notice to the congregation is not required; however, if the special meeting is intended to cover topics fit for public discussion, email notice must be provided to the congregation listing the meeting date, time, and location, including login information for online or hybrid meetings.

Agenda: Where possible, the procedures for forming a special meeting agenda should be the same as the procedures for forming the agenda for a regular meeting. If the special meeting is being called by three members of the board none of whom is the president, those three members calling the special meeting may present the board with a draft agenda for the board to accept, reject, or modify at the start of the special meeting.

Quorum: Board meetings may not begin without a quorum of voting members present, and special meetings are no exception. A quorum must also be present at the time the board takes any binding vote.

Minutes: Special meeting minutes should be taken by the board secretary or by a reasonable substitute if the secretary is unavailable. The board will make reasonable efforts to distribute minutes from special meetings as soon as possible. (See Board Leaders Policy 03: Secretary Duties)

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Reviewed and Updated: Governance Committee, August 13, 2024

Reviewed and Ratified: Board Members Fiscal Year 2022-23, 2024-25

Board Meetings Policy 04: Executive Sessions (was Board Policy 04)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Intent: Executive sessions allow for private discussion of sensitive topics, such as personnel matters, transactions involving competitive bids, membership decisions, legal action, audit results, etc. Because of their inherently opaque nature, executive sessions are intended to be used sparingly.

Who may be present during executive session: Executive sessions are intended for private, sensitive topics, and normally only members of the board, including the board's *ex officio* members, will be present during executive session. The board may make exceptions to expand or contract the attendees within an executive session on a case-by-case basis following the procedures included with this policy.

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Board Meetings Procedure 04-01: Moving a topic to executive session (was Board Procedure 04-01)

As part of setting board meeting agendas, normally the executive cabinet will determine whether a topic is most appropriately addressed within an executive session.

Any member of the board can make a motion to move a topic from the regular agenda into an executive session, or make a motion to move a topic out of executive session and onto the regular agenda. After such a motion and any related, reasonable discussion, the board will vote regarding whether a topic belongs in an executive session.

The decision of the board as a whole regarding whether to discuss a topic in executive session will stand.

Board Meetings Procedure 04-02: Publishing decisions made in executive session (was Board Procedure 04-02)

The board will make efforts to be as transparent as possible and will make decisions from executive sessions known to the congregation within a reasonable time frame.

Decisions concerning sensitive transactions, personnel issues, audit follow ups, or other confidential matters will be released as soon as the need for confidentiality has passed. For example, the board will notify the congregation of relevant details of negotiations related to a congregation-approved real estate transaction as soon as making such information public will not compromise Northlake's position in the negotiation.

Some information, such as private information related to employees, may never be eligible for public release.

Where possible, if the board has voted upon motions, a simple set of motions-minutes will be released to the congregation within a reasonable time frame.

Board Meetings Procedure 04-03: Adding or Excluding Potential Session Participants (was Board Procedure 04-03)

The board may allow a professional advisor, including but not limited to a lawyer, auditor, HR consultant, or real estate broker, to meet with the board in an executive session to discuss a matter relevant to that professional's area of expertise.

The board may vote to allow a staff member or volunteer to meet with the board in an executive session to discuss a matter about which that staff member or volunteer has particular insight. Because executive sessions already reduce transparency, votes to allow certain members or volunteers to attend an executive session while excluding other members must be rare and carefully considered.

The board may vote to exclude from executive session a board member who has a financial conflict of interest or a family-related interest in the topic and who has not opted to self-recuse.

The board may vote to exclude a board member from the executive session if the topic of the session directly involves that board member or that board member's family member (e.g. an executive session to discuss a board member or board member's family member breaking covenant, or to discuss a board member or board member's family member not fulfilling duties of a role).

Board Meetings Policy 05: Governance Calendar (was Board Policy 19)

Ratified: Northlake Unitarian Universalist Church board, July 13, 2023

Ratified as Amended: Northlake Unitarian Universalist Church board, December 9, 2024

Authority: Article 3, Section 2 and Article 6, Sections 1 and 2, of the Northlake bylaws.

Objective: The board conducts church business by employing processes that emphasize foresight, vision, and transparency and increase the likelihood that Northlake members and friends will know about and participate in our democratic processes and live into the mission.

Leadership: The board president and/or secretary will create and present a proposed calendar to the board. With foresight, the board will select and maintain a governance calendar on the website.

Schedule: The first publication and posting, per board term, will be in July. As needed and at intervals during each term of office the calendar is revised and re-posted by the board president and/or secretary.

Content: The annual calendar includes the dates of board and member meetings. Specific governance tasks are included.

Distribution: The annual calendar is attached to this policy as procedure, posted on the website, available upon request, and included in the Governance Manual. The calendar for the 2024 - 2025 term year is attached below.

Coordination: Also see church policies 04: member meetings, and 05: town hall meetings.

Custodians: Governance Committee

***Historical Note:** This content was previously board policy 11.*

Board Procedure 05-01: Tasks

Purpose: Providing Northlake members and friends with the board's governing calendar.

Schedule: Set up by the incoming board in June and posted on the website by July.

Method: The board president and secretary proposes the governance calendar for the incoming term. The incoming board votes to accept and post the calendar on the website. The following agenda guidelines are followed:

1. Recurring meetings:
 - a. April member meeting - agenda items are verification of quorum; approve minutes of previous June (and/or special) meeting; elect board members and nominating committee members, and treasurer, every third year; budget preview from FIC and/or treasurer; and stewardship goals.
 - b. June member meeting - agenda items are verification of quorum; approve minutes of previous April (and/or special) member meeting; outgoing president's report, minister's report including visionary goals, stewardship results, budget review from FIC and/or Treasurer. Details in church policy 04.
 - c. Town Hall - held throughout the year with dates and topics led by the president. Town halls are managed by the board and other lay volunteer leaders. They are presented after worship services. Details in church policy 05.

2. Recurring tasks by fiscal quarter:

Q1 - Jul, Aug, Sep

Board president notifies members about board meetings at the outset of the fiscal year.

Board reaffirms and renews charters of the cabinet, councils, and the 5 standing committees: communications, facilities, finance, governance, and nominating.

Board reviews board, council, and committee policies and procedures.

Executive cabinet proposes training opportunities for that term.

Q2 - Oct, Nov, Dec

Board concludes the review board, council, and committee policies and procedures.

Board discusses open questions 1, 2, and 3.

Board discusses nominating committee volunteer job description recommendations.

Q3 - Jan, Feb, Mar

Board president identifies vacant standing committee chair and co-chair positions.

Nominating committee searches for talent.

Board reviews and approves the stewardship plans.

Q4 - Apr, May, Jun

Leadership council co-leaders maintain records of completed leadership training and present results at the June member meeting (end of fiscal year).

Committee on ministry presents their findings/recommendations to the board and to the members at the June member meeting (end of fiscal year).

Finance and treasurer present a final draft of the budget to the board for approval at the May meeting prior to the June member meeting.

2024-25 Governance Calendar

Dates	Events	Actions
April 7	Member meeting	Elections
May 8	Board meeting	Observation/orientation, officer election
June 1	Term starts	All aboard
June 9	Member meeting	Budget, minister and outgoing president reports
June 13	Board meeting	
July 1	Fiscal year 2024-25 begins	
July	New board member orientation	Board past-president, president, minister
Aug 12	Board meeting	GC renewal packet
Aug 31	Board retreat	Establish 3 open questions for this term
Sept 9	Board meeting	Charter and policy renewals
Oct 14	Board meeting	Discuss open question 1
Nov 11	Board meeting	Discuss open question 2
Dec 9	Board meeting	Discuss open question 3
Jan 13	Board meeting	Stewardship plans reviewed/accepted
Feb 24	Board meeting	Vision of ministry for 2024-25 fiscal year
Mar 17	Board meeting	Ministry vision task force impact on budget
March 14	Notice Deadline	Member notice for April member meeting!
March 30	Member meeting	Elections, stewardship, finance
April 21	Board meeting	COM report of findings/recommendations
May	New board member orientation	Executive cabinet
May 9	Notice Deadline	Member notice for June member meeting!
May 18	Town Hall meeting	Member review, Q and A, about budget
May 19	Board meeting	Officer election, P&L, and budget approval
May 31	Board member term ends	Thank you—choose officers for next board
June 8	Member meeting	Members accept budget
June 20	Board meeting	Governance calendar dates and decisions
June 30	Fiscal year 2024-2025 ends	

BOARD CABINET

Board Cabinet Policy 01: Agenda Setting (was Executive Cabinet Policy 01)

Ratified: Northlake Governance Committee, April 12, 2022, April 23, 2024

Ratified as Amended: Northlake Unitarian Universalist Church board, February 14, 2023, June 13, 2024

Authority: Article 10, Section 2 of the Northlake bylaws. *“The board may also charter other entities such as cabinets or councils.”*

Responsible: The board president, board secretary, and minister are the executive cabinet (EC) members.

Objective: The EC is responsible for creating focused and timely meeting agendas for board, member, and town hall meetings. The EC is also responsible for meeting notifications and other meeting information being sent out in a timely way.

Scope: To ensure meeting agendas include the whole spectrum of Northlake needs and issues, the board president, as the presiding officer of the EC and the board, is responsible for routinely requesting reports and other information needed for successful meetings from relevant sources. The president may delegate this task to others.

Sources: Committee chairs will regularly inform the board of their goals, activities, and requests in written reports as specified in each committee charter. Reports from the leaders of Northlake teams, groups, and task forces are welcome. Reports and/or requests from Northlake members are also welcome. The minister will advise the EC on topics, issues, and activities for the meeting agendas. Members, friends, and staff will be invited to a board meeting to provide information needed for board knowledge, information, and decision making.

Resources: The *Governance Manual* includes Exhibit C, Standing Rules, the Northlake member ratified guidelines and procedures for meetings that elaborates bylaws Article Six, Sections 3 and 4.

Accountability: The EC reports to the board and is accountable to the members.

Authors and Custodians: Governance committee members (2022-2024)

Board Cabinet Procedure 01-01: Board Meeting Tasks & Timetable (was EC Procedure 01-01)

Purpose: For Northlake to have successful board meetings, and to do so consistently, the EC is charged with producing well-thought-out meeting agendas.

Schedule: Monthly board meeting dates are attached to Board Policy 19 as procedures in the *Governance Manual*.

Method: These steps are intended to achieve the purpose stated above. Because board meetings are monthly, and special board meetings are as needed, the EC meets in advance of every board meeting to follow these steps to create and distribute the agenda.

Whenever possible, an EC meeting is held approximately one week prior to each board meeting.

1. The president informs the EC members of the reports and other items for the agenda.
2. The minister informs the EC members of the reports and other items for the agenda.
3. The EC sets the agenda for the meeting including category, content, time, and sequence.
4. The secretary records the agenda and forwards it to the president for any last-minute changes.
5. The president distributes a board packet in a timely way to include the agenda and reports.

Board Cabinet Procedure 01-02: Member Meeting Tasks & Timetable (was EC Procedure 01-02)

Purpose: For Northlake to have successful member and town hall meetings, and to do so consistently, the EC is charged with following procedures to produce well-thought-out meeting agendas.

Schedule: Member meeting trigger and meeting dates are attached to Board Policy 19 as procedures in the *Governance Manual*. In general, annual member meetings are scheduled in Q-4 of the fiscal year; town hall meetings occur in numerous months and are scheduled as needed by the EC and board.

Method: These steps are intended to achieve the purpose stated above. Before each regular and special member meeting, the EC and board will follow [Article 6, Section 2 of the Northlake bylaws](#):

The EC agenda planning meeting for a regular member meeting that is then finalized with the advice and consent of the board will comply with the deadline in the bylaws cited above.

1. The EC agenda planning meeting for a special member meeting that is then finalized with the advice and consent of the board will comply with the deadline in the bylaws cited above.
2. The board may make changes to any member meeting agenda.
3. The meeting notice is sent to members as specified in the bylaws.
4. The *Governance Manual* Exhibit C contains member ratified Standard Rules that elaborate Article Six, Sections 3 and 4 of the bylaws. The exhibit has a flow chart about meeting procedures from a member ratified reference book: *The Democratic Rules of Procedure*.

Board Cabinet Policy 02: Transparency (was Executive Cabinet Policy 02)

Ratified: Northlake Governance Committee, April 12, 2022, April 23, 2024

Renewed as Amended: Northlake Unitarian Universalist Church board, February 14, 2023, June 13, 2024

Authority: Article 10, Section 2 of the Northlake bylaws. *“The board may also charter other entities such as cabinets or councils.”* Board Policies 9 – treasurer duties, and 10 – secretary duties, elaborates the content found in Article Ten, Sections 4 and 5 of the bylaws regarding how the treasurer and secretary are charged with assisting in a climate of church-wide transparent decision making.

Intent: With the full support of the board, the EC will commit to holding board meetings that are open to and observable by members making board decisions known and transparent.

Oversight: The EC will determine methods to make board meetings observable by all members.

Communication: The board president will be responsible for sending members and friends timely notifications and other important and relevant information about board, town hall, and member meeting topics. The president may delegate this task. The secretary will write, amend, when necessary, oversee approval, and then archive of the minutes. The secretary will distribute approved board and member meeting minutes to Northlake members and friends. Distribution will use digital media (e.g. email) and be sent in a timely and easily accessible manner. And the treasurer will create and routinely distribute standard financial reports to the board and Northlake members and friends.

Accountability: The EC reports to the board and is accountable to the members.

Authors and Custodians: Governance committee members (2022-2024)

Board Cabinet Policy 03: Open Town Halls (was Executive Cabinet Policy 03)

Ratified: Northlake Governance Committee, April 12, 2022, April 23, 2024

Renewed as Amended: Northlake Unitarian Universalist Church board, February 14, 2023, June 13, 2024

Authority: Article 10, Section 2 of the Northlake bylaws. *“The board may also charter other entities such as cabinets or councils.”*

Planning: All EC members will be involved in topic and agenda decisions. The EC will rely on board member advice to plan timely, informative, and valuable town hall meetings. The minister may advise the EC on topics for town hall meetings as both a resource and advisor as well as a participant in town hall meetings.

Objective: To ensure Northlake members and friends are well-informed and up to date about UUA goals and activities, community events involving other faith groups, Northlake church events, ongoing issues and projects, Northlake town hall meetings will focus on timely current topics with high impact or involves a long-term Northlake commitment.

Focus: The EC will provide town hall meetings with information that is important, timely, and valuable to Northlake members and friends and guests. The EC will set up meeting agendas fully reflective of the community needs as identified by church leadership, surveys, polls, or other reliable information.

Schedule: As determined by the EC with the advice and consent of the board.

Accountability: The EC is accountable to the board and reports to the members.

Authors and Custodians: Governance committee members (2022-2024)

Board Cabinet Policy 04: Urgent Action (was Executive Cabinet Policy 04)

Ratified: Northlake Governance Committee on April 12, 2022, April 23, 2024

Renewed as Amended: Northlake Unitarian Universalist Church board, February 14, 2023, May 8, 2024

Authority: Article 10, Section 2 of the Northlake bylaws. *“The board may also charter other entities such as cabinets or councils.”*

Intent: To ensure church decisions requiring immediate or rapid action are addressed and resolved in a timely manner, the executive cabinet (EC) will be notified of any urgent situation. The EC is responsible for making decisions in urgent situations. This specifically applies when delayed actions would be insufficient or dangerous because the time for action does not allow time for the board to intervene or engage in rapid decision making.

Participation: The EC will, if possible, be involved in emergency decision making but, whenever appropriate, the EC will also call on other church leaders to assist.

Oversight: The EC will follow up any immediate action taken by the EC by engaging the board as soon as possible even if that means by online meetings or individual telephone calls, or some other unusual means. The EC will add a follow up discussion and/or debriefing on the agenda of the next board meeting. The board will ensure that emergency decisions are shared in a timely manner with the members whenever that is deemed appropriate by the board and minister.

Privacy: Whenever the topic of the immediate action involves one or more Northlake staff, volunteers, members, friends, or others, all follow up discussions or any debriefing will occur in an executive session of either a regular or a special board meeting.

Accountability: The EC is accountable to the board and reports to the members.

Authors and Custodians: Governance committee members (2022-2024)

Board Cabinet Policy 05: Knowledge & Skills (was Executive Cabinet Policy 05)

Ratified: Northlake Governance Committee on April 12, 2022, April 23, 2024

Renewed as Amended: Northlake Unitarian Universalist Church board, February 14, 2023, May 8, 2024

Authority: Article 10, Section 2 of the Northlake bylaws. *“The board may also charter other entities such as cabinets or councils.”* The charters of the nominating committee and the leadership council are additional sources of authority for this policy.

Intent: Northlake’s leaders will possess the knowledge and skills necessary to provide excellent church leadership to include, but is not limited to, vision, strategic thinking, communication, technology tools, collegial decision-making, empathy, flexibility, work ethic, self-awareness, and tenacity.

Purpose: The executive cabinet (EC) and the leadership council (LC) share responsibility for seeing that there is ample access to acquire or enhance various leadership knowledge and skills both as individuals and by taking classes, seminars, individual study, or at meetings or conferences. The board president may delegate research and reporting opportunities to the vice president or another board member. The minister may advise about opportunities.

Participation: All EC members will be expected to have or acquire the knowledge and skills deemed necessary for church lay leadership positions. Board members and other key leaders will report their levels of knowledge and skills on surveys and/or to the nominating committee when being recruited. The board may choose to set up training opportunities.

Collaboration: The combined charters of the executive cabinet, the nominating committee, and the leadership council will be consulted for guidelines about intersection. The goal is to have a team that can coordinate the planning and execution of suitable training programs for Northlake lay leaders.

Accountability: The EC is accountable to the board and reports to the members.

Authors and Custodians: Governance committee members (2022-2024)

BOARD LEADERS

Board Leaders Policy 01: President Duties (was Board Policy 12)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake bylaws, the bylaws will control.

Intent: To establish a consistent understanding of the president's duties applicable across elected terms.

Responsibilities: The president chairs the meetings of the board and the executive cabinet and will make reasonable efforts to be prepared for and attend meetings of the board, the executive cabinet, and any relevant ad hoc Northlake meetings requiring the president's expertise. The president will also chair member and town-hall meetings. The president maintains communication with committee chairs, the minister, and all key entities within the Northlake congregation. The president serves as an *ex officio* member of all committees and subcommittees. As needed, the president sends official communications to the congregation, such as member meeting announcements and other essential, official updates. The president provides official signatures on behalf of Northlake. If the president is unavailable or incapacitated, the president's duties may pass to the vice president or another acceptable substitute. Upon agreement of the president and vice president, the president may delegate certain tasks to the vice president on an ongoing basis (e.g. convening the leadership council, consistently chairing town hall meetings, etc.).

Accountability: The president is accountable to the board and to the congregation.

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Board Leaders Policy 02: Vice President Duties (was Board Policy 11)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Intent: To establish a consistent understanding of the vice president's duties applicable across elected terms.

Responsibilities: The vice president is a voting member of the board and the executive cabinet. The vice president will make reasonable efforts to attend meetings of these bodies and any relevant ad hoc Northlake meetings requiring the vice president's participation. The vice president will make reasonable efforts to be prepared for and actively engaged in such meetings. The vice president will be responsible for performing the duties assigned to the president or the secretary if either of these officers becomes temporarily unavailable or incapacitated. These duties may include but are not limited to: announcing meetings, chairing meetings, taking minutes, communicating with committees, providing signatures, etc. Upon agreement of the president and vice president, the vice president may take the lead on certain tasks that may have ordinarily fallen to the president (e.g. convening the leadership council, consistently chairing town hall meetings, etc.).

Accountability: The vice president is accountable to the board and to the congregation.

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Board Leaders Policy 03: Secretary Duties (was Board Policy 10)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023, May 8, 2024

Authority: Article 10, Section 4 of the Northlake bylaws regarding duties of the secretary.

Guidelines: In so far as this policy may relate to or conflict with other policies or procedures of other governance entities, this policy will control. In the event any portion of this policy conflicts with Northlake's bylaws, the bylaws will control.

Intent: To establish a consistent and widely known understanding of board secretary duties applicable across elected terms.

Core Responsibilities: The secretary is a voting member of the board and the executive cabinet. The secretary will make reasonable efforts to attend meetings of these bodies and any relevant ad hoc Northlake meetings requiring the secretary's participation. The secretary will make reasonable efforts to be prepared for and actively engaged in all meetings. The secretary will be responsible for and assist the president with 1) preparing agendas and packets for board meetings and member meetings, 2) taking minutes during board meetings and member meetings, and 3) ensuring that minutes are approved and shared with the appropriate individuals.

Backup Responsibilities: If both the president and vice president are unavailable or unable, the secretary will send official communications to the members and friends of Northlake, such as announcing membership meetings. If an entity such as a bank asks for documents or a signature to supplement the president's actions, the secretary may act on behalf of the Northlake board.

Accountability: The secretary is accountable to the board and the members.

Authors: Northlake board members (2022-2023); (2023-2024)

Custodians: Governance Committee - Elaine Srinivas, Chris Knowlton, Diane DeWitt (2023); Diane Slota, Ellie Peterson, Diane DeWitt, and Chris Knowlton (2024)

Board Leaders Procedure 03-01: Guidelines (was Board Procedure 10-01)

Purpose: To define Northlake expectations of the board secretary.

Schedule: The board secretary is elected by the board in May for a 1-year term from June 1 to May 31.

Method: The following expands on Article 10, section 4 of the bylaws which state the following:

1. *“The secretary will ensure that the records of all board and member meetings are accurate, approved, available, and archived.”*
2. *“If a bank or other institution specifically requires a signature from the secretary on behalf of Northlake, the secretary will comply.”*

Collaboration: The president and secretary collaborate to guarantee that both board and Northlake members and friends are well informed in a timely way about what the board discusses and about board decisions. The secretary will follow this timeline.

1. The secretary will send drafts of board and member meeting minutes to the president within no more than three weekdays after each regular or special board meeting.
2. The secretary will send approved board and member meeting minutes within no more than three weekdays after approval.
3. The secretary will send the minutes of the most recent member meeting to members and friends prior to any member meeting simultaneously with the president’s meeting notice.
4. The secretary, with board approval, may send “yet to be approved” minutes of the most recent member meeting to the members and friends whenever the board decides to do so.

Continuity: The board secretary will assume archivist and custodian tasks for Northlake documents deemed to be of historical value and/or archivable quality and interest.

1. During, but no later than the end of a term in office, the secretary will add printed and/or digital copies of board meeting and member meeting minutes to Northlake archives.
2. During, but no later than the end of a term in office, the secretary will add printed and/or digital copies of board and member meeting agendas to Northlake archives.
3. The outgoing secretary will orient and update the incoming secretary.

Alternative: To avoid isolated decision-making and provide auxiliary support, the following will be employed to guarantee that there is no gap in board functioning.

1. When asked by the board president, the secretary will provide a first draft or give constructive feedback regarding any “presidential letters” sent to Northlake members and friends.
2. When the secretary is unavailable or unable to carry out the duties of the office for any reason and for more than a month, the secretary will notify the executive cabinet as rapidly as possible.

Board Leaders Procedure 03-02: Accurate Records (was Board Procedure 10-02)

Purpose: Because approved board and member meeting minutes serve multiple roles Northlake seeks accurate, detailed, informative, and easy to understand minutes.

Schedule: Ongoing.

Rationale: The board secretary's seemingly simple minutes serve multiple roles as they accomplish several tasks that provide safeguards as follows.

1. Become the official record of the organization once approved by the board.
2. Provide context for future governing boards.
3. Confirm approval of all board policies.
4. Become the official actions taken by Northlake once approved by the members.
5. Create a historical timeline of the organization's growth and impact.
6. May serve as evidence in a lawsuit against your organization's directors and officers.

Method: The following steps are intended to produce accurate meeting minutes.

1. The secretary will only write minutes during meetings; text clean-up may follow.
2. The secretary may employ a template or another tool to facilitate writing the minutes.
3. During the meetings the secretary will rely on the presiding officer to announce to all in attendance the following that will become content in the minutes:
 - a. the quorum,
 - b. the standing rules,
 - c. the method of decision-making chosen,
 - d. the text of motions,
 - e. the names of who moved and seconded motions,
 - f. the text of amendments, and
 - g. the results of the vote and/or decisions.
4. People giving oral reports at meetings will provide the secretary with a written summary.
5. The draft minutes may be reviewed by others, at the request of the secretary prior, to producing the minutes distributed for approval.

Board Leaders Policy 04: Treasurer Board Member Duties (was Board Policy 09)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Intent: To establish a consistent understanding of treasurer board duties applicable across elected terms.

Responsibilities: The treasurer is a voting member of the board and the executive cabinet. The treasurer will make reasonable efforts to attend meetings of these bodies and any relevant ad hoc Northlake meetings requiring treasurer expertise or participation. The treasurer will make reasonable efforts to be prepared for and actively engaged in such meetings. In addition to scheduled monthly reporting, the treasurer will answer queries related to Northlake's financial resources in a timely fashion. The treasurer will maintain a working relationship with the finance committee and will provide information and support for that committee's efforts, including but not limited to stewardship drives, fundraising, policy making, and audits.

Accountability: The treasurer is accountable to the board and to the congregation.

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Board Leaders Policy 05: Board Member at Large Duties (was Board Policy 13)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Intent: To establish a consistent understanding of the duties of board members at large as applicable across elected terms.

Responsibilities: A board member at large is a voting member of the board. A board member at large will make reasonable efforts to attend board meetings, membership meetings, and any relevant ad hoc Northlake meetings requiring the board member at large's participation. The board member at large will make reasonable efforts to be prepared for and actively engaged in such meetings. Board members at large may from time to time be asked to perform the duties assigned to other Northlake officers or leaders if those other persons become temporarily unavailable or incapacitated. Board members at large are expected to remain active members of the congregation.

Accountability: Board members at large are accountable to the board and to the congregation.

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Board Leaders Policy 06: Board Continuity (was Board Policy 18)

Ratified: Northlake Unitarian Universalist Church board, July 13, 2023

Objective: To maintain leadership continuity, the board will schedule elections so that board members and officers may transition in a timely and intentional manner, thereby ensuring stability and predictability in Northlake governance.

Dates: Northlake members elect board members at the annual member meeting in April. The term in office of newly elected board members begins June 1st of the year elected and ends May 31st of the year the term concludes.

Terms: Board member term of office is two years. Board members may be elected for two consecutive terms before taking a break from serving on the board.

Officer election: The board will elect a president, vice president, and secretary as soon as possible after the new board member orientation in May. The newly elected president, vice president, and secretary will begin serving June 1st or as soon as they are elected if the officer election takes place after June 1st.

Eligibility: All elected board members except the treasurer are eligible to serve as president, vice president, and secretary.

Vacancy: In the event that the president, vice president, or secretary vacate their office the board will determine if an election is in order. If so, the board will elect a board member to fill the vacancy.

Authors: Des Phair, Chris Knowlton, Diane DeWitt, Ellie Peterson

Curators: Chris Knowlton, Ellie Peterson, Diane DeWitt

Board Leaders Policy 07: Resignation and Removal of Board Members (was Board Policy 08)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Intent: To establish a transparent policy concerning resignations and removals

Resignation: A board member may resign at any time, for any reason or no reason. Resignations are effective upon notifying the president or the board as a whole. A board member may announce a resignation with a future effective date. The resigning board member should also provide the nominating committee a courtesy notice of resignation. The president will verify that the nominating committee is aware of the resignation notice.

Removal criteria: A board member may be removed from the position for reasons including but not limited to the following:

- 1) Demonstrated failure to execute duties associated with the position, or
- 2) Extended absence, illness, or personal obligations that are currently interfering with the board member's ability to execute duties,
- 3) A serious breach of the Northlake covenant.

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

**Board Leaders Procedure 07-01: Removal mechanism
(was Board Procedure 08-01)**

1. The president, minister, or any other board member may request an executive session to discuss the need for removing a board member.
2. If the entire board other than the relevant board member agrees that the board member must be removed, the board may with unanimous vote remove the board member.
3. If the board cannot reach consensus regarding removal of the board member, but at least three board members believe the board member should be removed, those board members may follow the procedures in the governance manual to call a special congregational meeting and bring the matter to the congregation.
4. A board member may be removed by simple majority vote of the congregation at a regular or special congregational meeting.

**Board Leaders Procedure 07-02: Healthy Congregation Team involvement
(was Board Procedure 08-02)**

1. If the board member is in conflict with another individual due to *interpersonal* issues, the matter will be referred to the Healthy Congregation Team.
2. Healthy Congregation policies and procedures will be followed before referring interpersonal matters to the board.

**Board Leaders Procedure 07-03: Emergency suspension of board position
(was Board Procedure 08-03)**

1. In the event of a serious breach of covenant or imminent risk to the congregation, the president will call an emergency meeting of the executive cabinet regarding suspending a board member's authority until the full board is available to meet and resolve the situation.
2. Examples of serious breach of covenant or imminent risk to the congregation include but are not limited to accusations of sexual assault, embezzlement, threats of or incitement of violence, reckless endangerment, racist acts, serious damage to Northlake property, etc.

BOARD COMMITTEES

Board Committees Policy 01: Limitations on Committee Powers (was Board Policy 06)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Intent: Committees are empowered by the Northlake board to oversee those day-to-day operations which are not handled by staff. Committees also serve as sources of expertise, drafting policies and providing recommendations to the board. Committees are not intended to replace or override the board's decision making nor dictate the board's internal procedures.

Limitations on powers: Northlake committees may not do the following:

- 1) Adopt policies or procedures that conflict with Northlake articles of incorporation or bylaws
- 2) Adopt policies or procedures relevant to operation of board meetings, including policies concerning who may vote at, speak at, or attend board meetings
- 3) Adopt policies or procedures that conflict with policies or procedures adopted by the board
- 4) Adopt policies or procedures that require another committee or team to take actions or perform work without that other committee or team's explicit consent
- 5) Make official announcements that contradict decisions of the board
- 6) Make official announcements that hamstring the board while a major decision is known to be pending at the board level (e.g. making announcements to the congregation about a real estate transaction before the board has authorized the release of information about the transaction)

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Board Committees Procedure 01-01: Settling Conflicts
(was Board Procedure 06-01)

1. In the event of a conflict between the decision of the board and the decision of a committee, the decision of the board will prevail.
2. In the event of a conflict between a policy of the board and a policy of a committee, the policy of the board will prevail.
3. In the event of an *interpersonal* or relationship-based conflict between an individual member of the board and an individual member of a committee, the matter will be referred to the Healthy Congregation Team.
4. In the event of a difference of opinion between two people concerning a *policy or business matter*, the matter will be settled by a vote of the relevant committee body.

Board Committees Procedure 01-02: Appeals to the Board re: Committee Decisions
(was Board Procedure 06-02)

1. Committee decisions may be appealed to the board. A board member, staff member, Northlake member or friend, or other interested volunteer may alert an executive cabinet member that an appeal of a committee decision should be placed on the next board agenda. In a truly urgent situation, a person may suggest to the executive cabinet that a special board meeting is necessary.
2. The board may opt to discuss the matter and send it back to committee with comment, take a binding vote that settles the matter, or take other reasonable action depending on the committee decision at issue. In instances for which the board chooses to take a binding vote, the decision of the board as a body will be final.
3. The president or executive cabinet may send policy or business matters directly to the board if the relevant committee declines to vote on the matter or if the relevant committee is unable to timely meet to address the issue.

Board Committees Policy 02: Committee Policies and Chairs (was Board Policy 07)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Intent: Committees ideally are made up of willing volunteers with expertise in the relevant area. The board empowers committees to handle the day-to-day operations of their respective areas of church life.

Expectation: To the extent possible, committees will handle for themselves the drafting and ratification of policies and the selection of committee chairs. The president and board are expected to provide oversight and confirmation, with facilitation and curation provided by the governance committee. However, the board procedures that follow are designed to provide clear guidelines in the event of disagreements within or between committees or in the event that one or more board members raise concerns or questions about a committee's policies, decisions, leadership, or overall direction.

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

**Board Committees Procedure 02-01: Adopting committee policies/procedures
(was Board Procedure 07-01)**

1. The board will only place newly adopted or revised committee policies onto the board's consent agenda for adoption if the committee has properly followed its own procedures for ratifying the policy/procedure.
2. The board as an official body will not provide an editing function for draft committee policies, though committees are welcome to reach out to individual board members to inquire about editing feedback during that board member's own time.
3. Policies/procedures that are forwarded to the board while still in a draft state will be sent back to the committee for further work.
4. If a committee has properly ratified a policy/procedure and it has been placed on the board's consent agenda, any board member may ask to move the policy/procedure onto the board's main agenda for discussion.
5. Discussion about a proposed policy or procedure may lead to recommendations as to form or substance but will not devolve into "wordsmithing" of typos during board meetings. If the board approves of the substance of a policy/procedure but has noted typos within the document, the governance committee is empowered to correct minor typos such as capitalization, punctuation, spelling, etc.

**Board Committees Procedure 02-02: Revoking committee policies/procedures
(was Board Procedure 07-02)**

1. Policies or procedures that have become obsolete, illegal, impractical, or otherwise undesirable can be revoked by a simple majority vote of the relevant committee or of the board.
2. Where appropriate, the policy or procedure will be replaced by a revised or updated policy or procedure.
3. If a policy is updated, or if the policy or procedure is revoked with no replacement, then the committee, the board, or the governance committee on behalf of the board will announce the policy change to relevant stakeholders.

**Board Committees Procedure 02-03: Appointing a chair when a position is new, vacant, or nearly vacant
(was Board Procedure 07-03)**

1. If a chair position is newly created or if an existing chair resigns, priority will be given to appointing a new chairperson selected by members of the committee. The candidate's expertise in the given area, availability, and disposition will also be weighed.
2. Ordinarily, a chairperson will be appointed via a routine item submitted by the president and included in a board meeting consent agenda. If the president feels further discussion is

warranted, or if any board member requests that the item be moved off the consent agenda, the chair position can be discussed and afterward brought to a vote by the board.

3. Discussion of chairperson selection that may involve personal or private details about the proposed chairperson may take place in an executive session.

**Board Committees Procedure 02-04: Removing and/or replacing an existing chair
(was Board Procedure 07-04)**

1. The president, minister, or any other board member may request an executive session to discuss the need for removing a chair.
2. While the board will aim for consensus before removing a chair, if consensus cannot be reached, a chair may be removed by a simple majority vote of the board.
3. A chair may be removed from the position for reasons including but not limited to the following:
 - a) The chair's demonstrated failure to execute duties associated with the position (holding regular committee meetings, submitting necessary reports to the board, responding to board inquiries, appearing for key meetings, keeping up on routine tasks associated with the committee's sphere of influence, interfacing politely with staff and stakeholders, etc.), or
 - b) The chair's extended absence, illness, or looming personal obligations that are currently interfering with or will soon interfere with the chair's ability to execute duties,
 - c) A change in the mission or charge of the committee indicating the need for a new leader with new qualifications, availability, or disposition, or
 - d) Discord within the committee indicating the need for new leadership, or
 - e) A breach of Northlake covenant.

**Board Committees Procedure 02-05: Healthy Congregation Team involvement
(was Board Procedure 07-05)**

1. In instances of *interpersonal* disagreement or conflict, when any committee/task force/team leader is involved the matter will be referred to the Healthy Congregation Team.
2. Healthy Congregation policies and procedures will be followed before referring interpersonal matters to the board.

**Board Committees Procedure 02-06: Emergency suspension of chair role
(was Board Procedure 07-06)**

1. In the event of a serious breach of covenant or imminent risk to the congregation, the president is empowered to suspend a chair's authority until the board is available to meet and resolve the situation.
2. Examples of serious breach of covenant or imminent risk to the congregation include but are not limited to accusations of sexual assault, embezzlement, threats of or incitement of violence, reckless endangerment, racist acts, serious damage to Northlake property, etc.

Board Committees Policy 03: Committees (was Board Policy 21)

Ratified: Northlake Governance Committee, April 19, 2022

Accepted: Northlake Unitarian Universalist Church board, May 4, 2022

Intent: The Northlake board will charter and delegate duties to two kinds of standing committees: board and congregational. Committees will carry out their duties in alignment with the bylaws, mission, and vision of the church.

Chairs and co-chairs: The board will appoint the chairs and co-chairs of the board standing committees handling communications, facilities, finance, governance, and human resources. The current members of the congregational nominating committee will be responsible for choosing their chair. The congregational committee on ministry chair will be chosen by the committee members in consultation with the minister.

Membership: Committee members, chairs, and co-chairs will be responsible for member recruitment.

Schedule: Committees will be active throughout the year and meet at intervals to carry out their duties.

Collaboration: To support the work of the standing committees, the EC will encourage committee chairs and co-chairs to submit potential board meeting topics to the president and EC. The EC, acting on behalf of the board, may advise and recommend a course of action. The EC may refer the committee chairs and co-chairs directly to the board, other committees, or to other sources of help. This may include situations in which two or more committees' duties converge and/or overlap. In those situations, the board expects the leadership council to help the committees work together.

Duties: Board committees' charters grant authority to assume responsibility for well-defined church governance and operations tasks in coordination with the chartered leadership council. The nominating committee's charter grants authority to assume responsibility for tasks requested by the president, with the EC's advice and consent and acceptance by the board. The committee on ministry's charter grants authority to assume responsibility for tasks defined by the minister to be coordinated with the chartered program council.

Accountability: The board committee chairs and co-chairs report to the board; the congregational committee chairs and co-chairs update and inform the board yet report to the congregation.

Authors: Diane DeWitt, Chris Knowlton, Melissa Ahern

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Historical Note: *This policy was originally Governance Committee Policy 03: Committees.*

Board Committees Procedure 03-01: Chair Appointments (was GC Procedure 03-01)

Purpose: Appointing committee chairs and co-chairs is a multi-step procedure. The steps for board committees are different from those of the congregational committees.

Schedule: Ongoing and as needed.

Method: Northlake will recruit members with the background, knowledge, and leadership skills to successfully lead the distinctly different standing committees.

1. In the third quarter of each fiscal year, the board president will identify which board committee chairs and co-chairs positions are becoming vacant.
2. The nominating committee will identify and vet potential candidates at the request of the president.
3. The EC may advise the president about potential candidates.
4. The president will choose the chairs and co-chairs.
5. The communications, facilities, finance, governance, and human resources committee chairs and co-chairs will be appointed by the board in executive session.
6. The nominating committee will identify the member candidate(s) for the nominating committee. The board will review the choice(s) in an executive session. The candidate(s) will be elected at a congregational meeting. Each year the nominating committee will choose the chair. The committee-on-ministry members will recruit, vet, and recommend candidates to fill vacant positions. The board will review the choices in executive session. Each year the committee on ministry will choose the chair.

Board Committees Procedure 03-02: Term Limitations (was GC Procedure 03-02)

Purpose: Northlake will establish optimal yet flexible terms limits for the chairs, co-chairs, and the standing committee members.

Schedule: Ongoing and as needed.

Method: Taking into regard the talent pool available and changes in individual circumstances, the following terms of office are chosen to reduce the risk of burnout while encouraging participation.

1. Board committee (e.g., finance) chairs and co-chairs will be appointed by the board for two-year terms with the option to continue for another one, or two, year term based on the president's recommendation, the consent of the ec and the approval of the board in executive session.
2. The maximum term of office is four years for board standing committee chairs and co-chairs.
3. After a gap of 2 or more consecutive years, former chairs and co-chairs may return to office.
4. Board committee members may serve up to six years or more if asked by the chair or co-chairs.
5. Nominating committee members are elected by the congregation to one staggered two-year term; the nominating committee members choose their chair each year.
6. Committee on ministry members are chosen by the committee and minister for two-year terms with an option to serve two consecutive terms; the committee on ministry chooses their chair.
7. The EC will review any request for exceptions and advise the board.

Board Committees Procedure 03-03: Coordination and Autonomy (was GC Procedure 03-03)

Purpose: The committees will cooperate with the board while, in return, the board will provide oversight and directions as needed.

Schedule: Ongoing.

Method: The committees will have functional autonomy and be aware of the boundaries of each of the other committees. Committees are not in competition with each other. However, some responsibilities will be most successfully carried out when committees collaborate and coordinate.

1. The committee chairs and co-chairs will request advice and consent from the board whenever they need clarification about their responsibilities.
2. The committees will take the initiative and advise the board whenever the committee wants to request and negotiate a change of responsibilities.
3. In return, the board will take the initiative and advise committee chairs and co-chairs whenever the board finds a reason to do so.
4. The board will request advice from the committees whenever needed.

Board Committees Procedure 03-04: Responsibility and Duties (was GC Procedure 03-04)

Purpose: The board will not direct, supervise, or evaluate committees. Committee responsibilities will be translated into duties that are outlined and detailed in written policies.

Schedule: Not applicable.

Method: Each committee will have specific areas of church governance responsibilities set forth in their charter. The duties of each committee will be explained in policies written and approved by the committee as-a-whole, curated by the governance committee, and accepted by the board.

1. The duties of each committee will be found in policies written and approved by the committee as-a-whole and accepted by the board.
2. The specific duties described in each policy will be outlined and detailed in written procedures.
3. Committee chairs and co-chairs, in consultation with the committee as-a-whole, will complete an annual review of duties and related policies and procedures.
4. The annual review will be reported to the board in the fourth fiscal quarter.
5. Whenever significant policy and procedures changes occur, the committee chair will request a meeting with the executive cabinet to determine how to proceed.
6. The Governance Committee will provide advice and act as curator.

Board Committees Procedure 03-05: Reporting (was GC Procedure 03-05)

Purpose: Committee Chairs and co-chairs (chairs and co-chairs) will keep the board informed about the activities of their committees.

Schedule: Reports may be submitted on any of the months in which a board meeting is scheduled. Committee chairs and co-chairs are expected to submit at least quarterly written reports to the board.

Method: Committee chairs and co-chairs will send written reports to the executive cabinet to be placed on the agenda of the board.

1. The EC will review all committee reports one week prior to a scheduled board meeting.
2. The EC will determine which reports are to be on the consent agenda because they are information items that do not require board action.
3. The EC will also determine which reports are to be on the discussion agenda because they are potential action items that may require board decision making and/or action.
4. The Governance Committee will provide a form for reports to the board.
5. The template form is below:

Sample Committee Report to the Executive Cabinet of the board

Board Meeting Date: x
Consent Agenda Information Item: Yes or No
Discussion Agenda **Action Item: Yes or No
Committee: x
Author: x, Chair
Topic: x
Plans/Goals: x
Dates/Timelines: x
Budget Impact (2023-2024): x
Future Budget Impact (2024-): x
Requested Action: x
** Action Item text or ideas that will or may become a motion by a board member: x
Attachments: x

BOARD DUTIES

Board Duties Policy 01: Membership Management (was Board Policy 14)

Ratified: Northlake Unitarian Universalist Church board, December 2021**

Ratified as Amended: Northlake Unitarian Universalist Church board, February 14, 2023

Intent: Accurate and timely membership records, verification of the names and quantity of enrolled members immediately prior to and during Northlake member meetings, documentation of new members, and termination of memberships as needed.

Oversight: Until such time as this task is otherwise delegated, the board will determine how and who will complete membership management.

Ideal skillset: The Membership Management chair or subcommittee ideally consists someone(s) with skills in spreadsheet manipulation, utilizing the church database, exercising discretion, and demonstrating excellent interpersonal skills.

Schedule: Membership should be audited at least annually and should ideally be monitored on an ongoing basis in order to prepare information submitted to the UUA as requested.

Duties: Track progress of prospective members, update the church database, organize and run the annual member audit with input from the Finance Committee and Stewardship, administer the lapsed- and discontinued-member process, and verify quorum during congregational meetings.

Authors: MaryEllen Olafson Love, Pat Knowlton, Cyndy Jones, Northlake board 2022-23

Governance Curators: Diane DeWitt, Chris Knowlton, Elaine Srinivas

** NOTE: The Human Resources Committee members authored the original policy, the HRC was sunsetted in August 2022, and then this policy was transferred to and authored by the board.

Board Duties Policy 02: Personnel Handbook (was Board Policy 16)

Ratified: Northlake Unitarian Universalist Church board, December 2021**

Ratified as Amended: Northlake Unitarian Universalist Church board, February 14, 2023

Intent: The UUA Personnel Handbook will support a safe hospitable work environment with clear expectations for all employees.

Objective: Staff will periodically oversee a review of the *Personnel Handbook* to include updates and changes consistent with local and state laws. The end product is a handbook tailored to Northlake to successfully guide personnel behavior and decisions.

Duties: Review existing Northlake personnel policy and verify policy application by interviewing or surveying staff. Download current UUA personnel policy resources and identify updates to recommendations or requirements of UUA administered benefit plans. Develop or update policies and procedures related to employment. Advise employees, board, Treasurer, and Finance Committee about pertinent changes to employment policies and procedures. Report results to board as requested.

Financial Impact/Budget: Personnel policy includes decisions about employer share of benefits costs and employee leave. Updates with financial impact should be co-created with input from the treasurer and FIC. Human resources will require a reasonable sum for potential consultant fees (\$500 per budget cycle as of fiscal year 2022-23).

Authors: MaryEllen Olafson Love, Pat Knowlton, Cyndy Jones, Northlake board 2022-23

Governance Curators: Diane DeWitt, Chris Knowlton, Elaine Srinivas

** NOTE: The Human Resources Committee members authored the original policy, the HRC was sunsetted in August 2022, and then this policy was transferred to and authored by the board.

**Board Duties Procedure 02-01: Formal Review of Personnel Manual
(was Board Procedure 16-01)**

1. At least once every two years, staff will hire a professional (attorney, human resources expert, or the like) to be in-charge of and responsible for the Personnel Handbook review and update.
2. Results of this bi-annual (once every two years) review and update will be reported directly to the board.
3. The hired professional should
 - A. Review existing Northlake personnel policy and verify policy application by interviewing or surveying staff.
 - B. Recommend updates to Northlake's employment policies and procedures to assist Northlake in remaining in compliance with current federal, state, and local law.
 - C. Prepare a written report of the professional's findings and recommendations.
 - D. After initial findings and recommendations have been presented to the board, the board may request that the hired professional perform the additional service of finalizing the written updates to Northlake's personnel manual and any related employment policies and practices.

Board Duties Policy 03: Staff Compensation Reviews

[Placeholder for future policy.]

Board Duties Policy 04: Board Member in Charge (was Board Policy 17)

Ratified: Northlake Unitarian Universalist Church board, March 14, 2023

Intent: To ensure that minor situations do not distract the worship team from delivering a smooth service, and to provide a prepared leader in the event of an emergency occurring during a large gathering.

Duty: A member of the Northlake board will serve as Board Member in Charge (BMiC) at regular Sunday morning services, and special church events (such as Christmas Eve service), which are expected to draw 70 or more member attendees. All members of the board are expected to take on this duty in a fair rotation unless a board member requests a special exemption from this duty.

Accountability: The Board Member in Charge is accountable to the board and to the congregation.

Authors: Northlake board 2022-23

Curators: Diane DeWitt, Elaine Srinivas, Chris Knowlton, Ellie Peterson

Board Duties Procedure 04-01: Duties of BMiC During Normal Service (was Board Procedure 17-01)

During a normal Sunday service, the BMiC will do the following:

- 1) Arrive at church by 10:00 am at the latest.
- 2) Check in with the greeters to notify them who is on duty.
- 3) Check in with the worship team (usually at the A/V booth).
- 4) Retrieve BMiC bag from its secure location.
- 5) Wear the BMiC nametag. It should be with the greeters or in the bag.
- 6) Use the chair cozy from the bag to reserve a chair. Choose a chair that allows a view of the entryway and a view of the celebrant.
- 7) If needed, take a moment to review the materials in the BMiC bag.
- 8) In the remaining time before the service, take the opportunity to greet members and visitors, and lend a helping hand where needed.
- 9) During the service, participate in the service as normal, while keeping an ear out for any disturbances in the lobby or elsewhere. Although taking the offering is not part of the BMiC duties, if you notice that there are not two ushers available to do so, the BMiC may help pass the baskets.
- 10) After the service, the BMiC may chat with friends, visit with members and visitors, or offer a helping hand where needed.

- 11) Around 12:15, check to make sure that the offering baskets have been taken downstairs. If they are still sitting on the back table and/or in the A/V booth, then find the treasurer or a member of the finance committee to coordinate counting the money and putting it away properly. At minimum, ensure baskets are locked in the church office before you leave.
- 12) Put the BMiC bag back in its secure location.
- 13) Put the BMiC name tag back in its standard location.
- 14) Just before 12:30, start locking up: first, check the door at the front of the sanctuary near the stage, then lock the main “front doors” to the sanctuary building. It is OK if there are still people visiting in the lobby, as long as they are members or staff. If they are strangers / newcomers, you may ask them to head home at this time. Then go downstairs, check the door near the offices and the stairs, the doors in Adams Hall, and the kitchen door to be sure they are all locked.
- 15) Make sure the oven in the kitchen is turned off.

Board Duties Procedure 04-02: Duties of BMiC When Problems Arise (was Board Procedure 17-02)

In case of trouble, the BMiC is the lead problem-solver. A list of issues and how prior BMiCs have handled the issue follows. The board will periodically update this procedure to include other relevant examples.

- 1) **Maintenance.** When there is a maintenance issue, such as the coffee maker not working or the toilet overflowing, the BMiC should locate one of the “handy folks” in attendance and recruit that person to manage the maintenance issue.
- 2) **Complex inquiries.** When someone asks the greeters, or the audio/visual volunteer, or some other volunteer a question more complicated than that person is equipped to answer, help relieve the burden of the volunteer by answering the complicated question or by handing off the question asker to someone else who *is* able to answer the question.
- 3) **Medical issues**
 - a) Minor: point people toward the first aid kit. There should be one in each kitchen and one on the desk in the downstairs office.
 - b) Moderate: quietly seek out the support of a member of the congregation with medical training or CPR / first aid training.
 - c) Medical emergency: **ensure that someone has called 9-1-1.** Then
 - i) Make an announcement (or ask someone to make an announcement) requesting medical assistance from anyone in the congregation who can help.
 - ii) Deputize someone (e.g. usher, greeter) to step outside to watch for emergency vehicles and direct them to the person in crisis.
 - iii) Deputize someone to help keep everyone else out of the way of those providing assistance.

- 4) **Mental health** or drug and alcohol related issues or other disruptive behavior
 - a) Minor: calmly but firmly ask the person to leave
 - b) Moderate: quietly seek the support of someone with related training, including mental health or substance abuse treatment training, or martial training if the situation has escalated in a way that physical harm may be imminent.
 - c) Major: **Call 9-1-1**. Either deputize someone in the congregation to escort the disruptive person out of the building, or if that feels unsafe, move congregational members away from that person toward safety.
- 5) **Fire**
 - a) Minor: Know how/when to use fire extinguishers. They are located in the front and back of the Sanctuary, both kitchens, boiler room, downstairs hall, downstairs back room.
 - b) Major: **ensure that someone has called 9-1-1**. Use the megaphone to inform people of the need to calmly evacuate. Deputize people to lead evacuation.
- 6) **Earthquake**
 - a) Drop to the ground, then use the megaphone to tell others to **drop, cover, and hold**. “Drop, cover, and hold” means to get on one’s hands and knees, crawl under a chair, and hold on to the chair. Those who do not fit under the chair should cover the back of their neck with their hands.
 - b) After tremors have stopped, deputize someone to shut-off water, gas, and electricity. Ensure that others present are doing triage on the situation. Rally at the altar if it is safe inside, otherwise rally outside on 4th Avenue near the flagpole and church sign.
- 7) **Bomb Threat or Other Violent Threat**
 - a) If not immediate, consult with the minister and others in leadership positions about how to respond and whether cancellation of services / evacuation is needed.
 - b) If the threat is credible and imminent, evacuate.
- 8) **Active Shooter**
 - a) Evacuate. If someone refuses to go, or is unable to evacuate, encourage them to hide, but continue to evacuate everyone else, including yourself.
 - b) Protocol is always: **Run, Hide, Fight**.
 - i) Always just try to get away – run/evacuate.
 - ii) If that is not possible, the second choice is to hide.
 - iii) If, and only if, one cannot run or hide, then fight back in a concerted manner, especially in a way that would surprise the attacker.

**Board Duties Procedure 04-03: BMiC Supervising Evacuation
(was Board Procedure 17-03)**

If it becomes necessary to evacuate the building, do the following:

- 1) Send a text to the Director of Lifespan Religious Education and send the nearest fast runner to notify RE staff of the need to evacuate.
- 2) Grab the flags, or deputize someone to grab them, from the kitchen. Deputize responsible people nearby to lead the evacuation.
- 3) Use the megaphone to calmly announce something like:

“Please remain calm. We need you to evacuate the building. Please proceed calmly to the nearest exit. For those in the front of the sanctuary, that is the door near the front, on the right side. Go out that door and down the stairs. For those in the back of the sanctuary, please go out the main doors, and cross State Street to meet at [secure location]. If you have children in RE, their teachers are caring for them. The teachers will help them to evacuate and meet you at [secure location]. Please do not attempt to go to your children. It is safest for everyone if you proceed directly to [secure location] and meet them there.”

- 4) Repeat the evacuation announcement as needed. As soon as most people are moving, you can also evacuate.
- 5) When everyone from the sanctuary has reached the [secure location]
 - a) help family members reunite,
 - b) answer questions from any emergency responders, and
 - c) help coordinate with others on any needed decision-making, such as when it is safe to return to the church / parking lot.

BOARD SAFETY
Board Safety Policy 01: Emergencies and Urgent Situations
(was Board Policy 05)

Ratified: Northlake Unitarian Universalist Church board, February 14, 2023

Renewed as Amended: Northlake Unitarian Universalist board, March 14, 2023

Relationship to other policies or bylaws: This policy may relate to policies or procedures of other Northlake committees/entities. In the event this policy conflicts with the policies or procedures of other bodies, this policy will control. However, in the event any portion of this policy conflicts with language in Northlake's bylaws, the bylaws will control.

Definition: Emergency is defined as an imminent and high-impact danger to the Northlake campus, staff, people on or about to arrive on campus, members and/or friends of Northlake, or Northlake's financial or technological security. A situation that is highly important but not imminent will not be defined as an emergency and will be handled following normal protocols. Situations that are unplanned and imminent but of low consequence also are not defined as emergencies; these situations will be handled by the staff member or volunteer most quickly able to dispose of the situation, with an update about actions taken sent to the relevant committee or ministry representative.

Individual Actions: If not even a quorum of the executive cabinet can meet quickly enough to deal with the emergency (see procedures below), any board member, the minister, the relevant committee chair, a staff member, or a Northlake member or friend may act alone to take reasonable actions to deal with the emergency situation, so long as the relevant committee and the board are timely notified of actions taken and given an opportunity to adjust and correct course as soon as possible after the emergency. Potential actions in the event of an emergency are too numerous to list, but some examples include temporarily freezing Northlake accounts to prevent a massive withdrawal, temporarily taking down the Northlake website or servers to thwart a cyber attack, locking down the campus in response to a bomb threat, etc.

Follow up: The minister, president, and communications committee will ensure that, as soon as reasonably possible, all relevant stakeholders are updated about the emergency. The minister, president, and any relevant committee chair or other relevant officer will ensure that services are restored as soon as the emergency has cleared.

Authors: Northlake Board for fiscal year 2022-23

Governance Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Board Safety Procedure 01-01: Emergency Contact and Notifications
(was Board Procedure 05-01)

1. In the event of an emergency that necessitates assistance from emergency medical providers, firefighters, or police, the person who becomes aware of the emergency should call 911 to report the emergency immediately.
2. Northlake will also maintain up-to-date and easily accessible contact information for other sources of help, such as poison control, suicide hotlines, and services for those experiencing a mental health crisis.
3. After contacting any relevant emergency services professionals, the board president, the minister, the chair of the communications committee, and the head of any relevant committee (e.g. the facilities chair in the event of a facilities emergency) should be notified with utmost speed.
4. In the event of an impending financial emergency, the treasurer must also be notified.
5. In the event of an emergency that may impact tenants, the head of the rentals subcommittee and the staff member in charge of interfacing with tenants must also be notified.

Board Safety Procedure 01-02: Emergency Meetings
(was Board Procedure 05-02)

1. If board members can be gathered in time to make emergency decisions as a body, the board president or another board representative will call an emergency board meeting and will invite any relevant experts to attend the emergency meeting (e.g. a cyber security emergency may warrant inviting a cyber security expert to the emergency board meeting).
2. Notifications and the meeting itself may take place using any method that is practical given the emergency situation.
3. If a quorum of board members cannot meet, the executive cabinet may make emergency decisions on behalf of the board, but the executive cabinet must make reasonable and speedy efforts to notify the entire board of these decisions so that the board may make corrective adjustments.

Board Safety Procedure 01-03: Severe Weather
(was Board Procedure 05-03)

In the event of inclement weather and/or related emergencies that may affect the safety of Northlake members, friends, staff, and potential attendees, the following procedure will be followed:

1. To the extent possible, the minister, board president, and facilities committee chair will cooperate to make decisions about closures.
2. Severe weather sometimes leads to power outages and interrupted phone communication, which could make it difficult for three decision makers to effectively coordinate. If the minister, president, and facilities chair cannot reach each other or cannot agree regarding whether to close the building during a time that might have a large impact (such as a Sunday morning or on the day of the church being rented for a wedding), the decision will be handled in the following

manner: If two of the three parties can reach each other and agree the building should be closed, the building will be closed, and messages informing the third party will be sent via telephone and email. If the minister believes the building should be closed and, after a good faith attempt to reach the president and facilities chair cannot make contact with either, the minister may unilaterally close the building. If a) the minister is unable to carry out the day's duties (due to absence, incapacity, or the like), and b) if the president and the facilities chair cannot reach each other to make a mutual decision, then the president or the facilities chair may unilaterally close the building.

3. The minister may make closure decisions that will only affect staff, such as the cancellation of in-person office hours, at the minister's own discretion.
4. Some aspects to consider in this decision include: a state of emergency declared by local or state governments, credible public warnings about staying off roads, and power outages that affect electricity and heat for the facilities.
5. Ideally a decision should be made by 7 am of the potential closure date, but severe weather can be unpredictable. Depending on the severity of the weather, a decision about afternoon and evening activities may be delayed until later in the day. Decision makers will make a good faith effort to monitor weather reports and make timely decisions in light of the most up-to-date information.
6. Whether the parties above decide to close the building or keep the building open, the decision will be immediately communicated to the DLRE, congregational administrator, onsite coordinator, communications committee chair, music director, and worship team chair.
7. The communications committee will follow its policies and procedures for disseminating severe weather decisions.
8. If Northlake remains open, activity coordinators and team or committee chairs may use their own discretion in determining whether they will cancel their meeting. They will be responsible for communicating to their members and/or anticipated attendees when a cancellation occurs.

**Board Safety Policy 02: Safety of Children, Youth, and Vulnerable Adults
(was Board Policy 15)**

Ratified: Northlake Unitarian Universalist Church board, December 2021**

Ratified as Amended: Northlake Unitarian Universalist Church board, February 14, 2023

Intent: Northlake is committed to providing a safe, loving, and accepting environment for emotional renewal and spiritual growth. In support of this commitment, Northlake will produce written policies and procedures designed to ensure the safety of children, youth, and vulnerable adults.

Oversight: The Director of Lifespan Religious Education (DLRE) will lead a group tasked with producing written policies and procedures designed to ensure the safety of children, youth, and vulnerable adults.

Membership: The group will consist of the Director of Lifespan Religious Education plus no less than two but no more than four Northlake members. Each Northlake member serving as part of the group should have knowledge of and experience in at least one of the safety concern areas.

Schedule: Meet to review and update duties, policies, and procedures at least annually.

Duties: The group will practice continuous risk assessment utilizing knowledge of community happenings, information from community officials, information from staff or church members, etc. The team will also advise and educate the congregation regarding preventive and empowering plans, actions, and protocols. And the team will work with community officials and partners to share information appropriately and plan joint assistance as needed.

Reporting: The group's activities and recommendations will be reported to the board no less than once per year (and additionally as requested).

Authors: MaryEllen Olafson Love, Pat Knowlton, Cyndy Jones, Northlake board 2022-23

Governance Curators: Diane DeWitt, Chris Knowlton, Elaine Srinivas

** NOTE: The Human Resources Committee members authored the original policy, the HRC was sunsetted in August 2022, and then this policy was transferred to and authored by the board.

Board Safety Policy 03: Disruptive Behavior (was Board Policy 23)

Ratified: Northlake Unitarian Universalist Church board, January 16, 2017

Renewed as Amended: Northlake Unitarian Universalist Church board, April 11, 2024; May 8, 2024.

Authority: Article 4, Section 5 and Article Eight, Section 1 of the bylaws state that the Northlake Covenant of Right Relations applies to both members and friends of Northlake. Article 4, Section 5 of the bylaws states that membership may be terminated by the board for good cause. The Northlake Ministry Manual's healthy congregation team policies and procedures are in effect having replaced the 2017 Pathways to Conflict Resolution.

Alignment: The board recognizes that the authority of the Healthy Congregation Team (HCT) arises out of the ministry of the church and focuses primarily on conflict between two individuals. If a situation arises in which an individual is disruptive, or another person's well-being or freedom is threatened, the board president and/or minister may consult with members of the HCT, but the board is the entity with authority to provide warnings, draft behavior plans, issue a written sanction, or use other tools listed within its own policies and procedures to resolve conflicts and end disruptive behaviors. The board, minister, and HCT recognize that the board is primary in addressing disruptive person cases.

Rationale: While openness to a wide variety of individuals is one of the prime values held by our church and expressed in our denomination's purposes and principles, we affirm the belief that our congregation must maintain a secure atmosphere where such openness can exist. When any person's physical and/or emotional well-being is threatened, the source of this threat must be addressed firmly and promptly.

Default assumption: The default assumption when a conflict arises is that those involved in the conflict should review Northlake's Covenant of Right Relations and pursue the process recommended by the HCT. This policy is designed to serve as an extra layer of protection in situations specifically outlined below.

Covered situations: There have been times when the disruptive behavior of an individual on church grounds or at church sponsored events has led members to voice their concerns about one or more of the following:

1. Perceived threats to the safety of any person.
2. Damage or threats to damage church property, or other actions that would create financial burden for Northlake,
3. The disruption of church activities,
4. Diminishment of the appeal of the church to its potential and existing membership,
5. Conflicts that involve an objective or perceived element of sexual harassment,
6. Conflicts with an objective or perceived element of discrimination or mistreatment rooted in race, nationality, gender or gender identity, sexual orientation, disability, class, or other discriminatory bias,

7. Conflicts that create an untenable work environment for staff members, whether or not those conflicts meet the legal standard for “hostile work environment”.

Due to concerns regarding the physical and emotional safety of members, friends, staff, and guests, as well as the HCT team, and, in the instance of threat of property damage, the fiduciary responsibility of the board regarding church physical assets, any behavior that falls within the above listed descriptions will be handled by this policy.

Prohibitions: Behavior that threatens the physical or emotional safety of a person, damages or will likely damage Northlake property, or creates an untenable work environment for staff members is strictly prohibited. Discrimination, bullying, or “othering” based on race, nationality, gender or gender identity, sexual orientation, disability, class, or other discriminatory bias is strictly prohibited. The minister, board, staff, or other church leaders who are made aware of such activities will take immediate action to ensure safety (including emotional safety) and limit damage. For more details, see procedure descriptions below.

Other considerations: Behavior that disrupts church activities or diminishes the appeal of the church to its potential and existing membership may be less objective to define, and different observers might reach different conclusions regarding whether covenant was broken. When a conflict disrupts a church-sponsored activity, pulls in multiple individuals, or consumes a large amount of time from church leadership, the board and minister will intervene.

Authors: Northlake FY 2017 board; Northlake FY 2024 board.

Custodians: Northlake 2024 Governance Committee members

Board Safety Procedure 03-01: Urgent Conflicts or Disruptions (was Board Procedure 23-01)

Persons empowered: If an immediate response is required, this will be undertaken by a member of the board, and/or the minister, a staff member, or another suitably situated leader of the church.

Immediate response: The response may include asking the offending person or persons to leave the event, or suspending the meeting or activity until such a time as it can safely be resumed. If further assistance is required, the Kirkland Police Department or appropriate social service agency may be called.

Notification: Anytime any of these actions are undertaken, the minister and president of the board must be notified.

Immediate follow-up: If the response was undertaken by a staff member or other church leader, they must notify the board-as-a-whole as well as the minister.

Temporary suspension of participation: A person ejected from a Northlake activity must temporarily refrain from participating in other Northlake activities until the board or minister issues a return-to-participation letter.

Communicating board decision: A follow-up letter detailing what steps must be taken before returning to the activities involved will be sent by the board and/or minister to the offending party or parties.

Board Safety Procedure 03-02: Referring Conflicts to the Board* (was Board Procedure 23-02)

Self-referral to HCT is the default procedure: Any congregant, participant, or staff member experiencing a conflict or dealing with another person's moderately disruptive behavior is expected to self-refer to the HCT unless there is compelling reason to pursue an alternative process. Compelling reasons include: emergency or immediate threat to safety or property; efforts with the HCT that have been unsuccessful; power imbalance between those in conflict that either member of the conflict believes might frustrate an internal mediation-style of resolution; either member of the conflict engaging in prohibited behavior, such as sexual harassment or racist actions. For any conflict in which all persons involved in the conflict wish to use the HCT process, the HCT process will be used.

Referral from HCT or ministry: At any point the HCT may, according to its own procedures, refer an urgent or unresolved conflict to the board. Likewise, the minister may refer to the board any conflict that the minister believes will require a resolution more speedy or more definitive than the HCT is equipped to provide.

Referral from board members: The board president or any three members of the board may request an executive session to discuss a conflict that the board president or three members of the board believe requires board attention. At the beginning of said executive session, the referring board member shall briefly provide an overview of the situation. Board members in attendance will be asked to vote regarding whether the conflict should be discussed any further at the board level or whether a primary person involved in the conflict should be asked to approach the HCT. The Board recognizes that the HCT cannot take referrals from the board, but must be approached by one of the people directly involved in the conflict.

Self-referral to the board is discouraged: Individual members of the congregation may request that the HCT, minister, or members of the board consider referring a conflict for speedy board review, but individual congregants are strongly discouraged from bringing interpersonal conflict topics to a board meeting unannounced. If a topic arises in such fashion despite this discouragement, the president or any other board member will call for an immediate decision to either table the topic or – if the topic appears truly urgent or truly involves a prohibited behavior – move the topic into the confidentiality of an executive session.

Board Safety Procedure 03-03: Mediation in Non-Emergency Conflicts (was Board Procedure 23-03)

Third-party mediation: If a situation would ordinarily be within the purview of the HCT, but if a party to the conflict declines to engage with the HCT process due to concerns about power imbalance or concerns about potential racism, sexism, sexual harassment, or other prohibited activity, the board may, in its sole and absolute discretion, opt to pursue mediation through the UUA or another outside professional conflict resolution specialist. The board may also opt to pursue mediation as a potential remedy if other remedies have been tried unsuccessfully or if the board, in its sole and absolute discretion, believes that outside mediation is the most likely path to effective resolution. If mediation is recommended:

1. Confidentiality is essential.
2. The board would consider possible mediators from UUA Western Region or professionals in the larger community.
3. The board will select and hire the appropriate mediator.
4. A member of the board would then work with the mediator and the involved parties to schedule the mediation. Considering that conflict tends to worsen when left unaddressed for a long period of time, a mediation should be scheduled to occur as soon as possible, ideally within two weeks.
5. Mediators help participants to reach a mutually agreed upon resolution. They create a written resolution with clear, specific promises that each party is making. The mediator assures that each agreement is clear, mutual, and workable. Mediation is complete when both participants agree to sign the agreement. They do not have to agree to be friends or agree that everything the other person says is true. They do need to agree that they will honor the agreement so that they can both continue to participate in the congregation, and that they will interact with each other in ways that honor our Covenant of Right Relations.
6. After a mediation, the mediator should provide a written report to the board. The report should include a concise explanation of the differences, details of the resolution or of irreconcilable differences, and recommendations for further action. The report should only reveal as many details as necessary to gain an understanding of the situation.
7. If the mediation is not successful (i.e. one member of the conflict refuses to participate, or they are unable to come to a resolution), the board may consider other actions, including limiting participation in church activities for one or both parties. The board will apply the least intrusive intervention necessary to re-establish harmonious relations.
8. The only thing which goes into the permanent record is that mediation was held between parties X and Y, and it was resolved, or it was not resolved, and the following actions were taken.
9. If, after a mediation process, either party fails to honor their agreements, the board may require sanctions.

Board Safety Procedure 03-04: Ad Hoc Committee Non-Emergency Conflict Resolution (was Board Procedure 23-04)

Scope: This procedure applies to situations that are not immediate enough to fall under Board Procedure 20-01, but that have nonetheless been accepted by the board for board-level resolution.

Ad hoc committee member selection: The board may in its discretion appoint an ad hoc committee to resolve the conflict or disruption. Ad hoc committee members will include at least three respected church leaders, at least one of which is a board member, and none of which have a close relationship with or potential bias toward any member of the conflict. The board will select ad hoc committee members with good conflict resolution skills, good listening skills, and capability to maintain a high level of objectivity and confidentiality.

Ad hoc committee investigation: The ad hoc committee will respond to developments in the conflict as they arise and will adhere to the following guidelines:

1. Other than the prohibited behavior listed in Board Policy 23, there will be no attempt to define "acceptable" behavior in advance.
2. Persons identified as disruptive will be dealt with as individuals; stereotypes will be avoided.
3. The ad hoc committee will collect all necessary information.
4. To aid in evaluating the situation, the following three (3) criteria will be considered:
 - a. DANGEROUSNESS - Is an individual the source of a threat or perceived threat to persons or property?
 - b. DISRUPTIVENESS - How much interference with church functions is going on?
 - c. OFFENSIVENESS - How likely is it that prospective or existing members will be driven away?

When conducting interviews, ad hoc committee members will work together to interview each party, in separate meetings and follow these steps:

1. Prior to the interview, ask each individual to write down their recollection of the conflict.
2. At the interview, ask each individual to share what they have written about the conflict and any events that precipitated it. The focus is on open, non-judgmental listening.
3. Listeners can ask questions or restate the answers to clarify issues.
4. Interviewers will take notes and summarize issues at the end of the session, then write up a summary of the discussion.
5. They will then ask the speaker to review the summary to ensure that they have accurately captured the key points.
6. Because conflict tends to worsen over time, all parties should endeavor to limit the time from complaint to completion of the interviews to as short a time period as possible.
7. If one party will not meet with interviewers in a timely manner, they will be given a specified time limit for doing so, after which the process would move forward without their input. Suggested time to wait would be no more than two weeks.
8. To determine the necessary response, the following three (3) points will be considered:

- a. CAUSES - Why is the disruption occurring? Is it a conflict between the individual and others in the church? Is it due to a professionally diagnosed condition of mental illness?
- b. HISTORY - What is the frequency and degree of disruption caused in the past?
- c. PROBABILITY OF CHANGE - How likely is it that the problem behavior will diminish in the future?

Response: The ad hoc committee will determine the necessary response or sanction on a case-by-case basis. However, one of the following three levels of response would be most likely:

1. LEVEL ONE - The ad hoc committee shall inform the board and the minister of any new information collected about the problem, and either the minister or a member of the ad hoc committee shall meet with the offending individual to clearly communicate the concern and any expected new behaviors.
2. LEVEL TWO - If the offense is sufficiently serious, or if a level one warning did not change the offending behavior, then the offending individual is excluded from the church and/or specific church activities for a limited-time period, with reasons and the conditions of return made clear in writing. Before this is carried out, the ad hoc committee shall consult with the board and the minister. At least a quorum of board members must approve, and the minister consulted, before an exclusion may be implemented.
3. LEVEL THREE - The offending individual is permanently excluded from the church premises and all church activities. Before this is carried out, the ad hoc committee will consult with the board and the minister. All board members and the minister must approve before a permanent exclusion may be implemented. If it is decided that expulsion will take place, the board will send a letter to the individual explaining the expulsion and the individual's rights and possible recourse.

Board Safety Procedure 03-05: Appealing a Board Resolution of Disruptive Behavior (was Board Procedure 23-05)

Appealable decisions: A board or minister decision regarding an urgent disruption, as discussed in Board Procedure 20-01, may be appealed to the full board. Similarly, ad hoc committee decisions in level two and level three responses (see Board Procedure 23-04) may be appealed to the board.

Information that must be included: An appeal by the offending individual should include the acknowledgement of the disruption and proposed plans for a resolution.

Re-appeals: If the appeal is rejected, the individual may appeal again after one year has passed. The board, in its sole and absolute discretion, will set the requirements for a subsequent appeal.

Non-appealable decisions: Level one responses (see Board Procedure 23-03) are not appealable. If Northlake pays the cost of a third-party conflict resolution professional, then the board retains the right to revisit the resolution if there are complaints that the agreement is not being upheld, but the signatories to the mediation agreement may not challenge the text of the mediation agreement once it has been signed.

COMMUNICATIONS COMMITTEE

Communications Committee Policy 01: Publication Content

Ratified: Northlake Communications Committee, September 11, 2022

Accepted: Northlake Unitarian Universalist Church board, September 13, 2022

Intent: The Communications Committee (CC) will determine the basic requirements and limitations of communications for Northlake publications.

Objective: The CC will ensure Northlake publications are professional, clear, relevant, inclusive, and reflective of Northlake's mission and vision. Examples of these publications include the weekly announcements, web content, newsletter, press releases, brochures and pamphlets, and any other materials produced in part for public consumption.

Oversight: The (CC) will manage publication content, in consultation with the congregational administrator and the related committees/teams that produce the publication. Work is ongoing.

Requirements:

1. Northlake publications will not include statements in conflict with UU principles or with Northlake's mission, vision, or covenant, unless it is clear the statement is not intended to represent UUism, Northlake, or any subgroup thereof. Northlake will follow these guidelines:
2. Language in the publication will be inclusive, with particular sensitivity to gender, age, ethnic diversity, marital status, sexual orientation, parenting status, etc.
3. The tone of the text will be in keeping with that of a religious organization. It is appropriate, for example, for some text to be of a sexual nature, but not vulgar; humorous, but not offensive; critical, but not disrespectful.
4. The text of the publication will not contain political opinions, claims, or other political content that could potentially undermine Northlake's non-profit status. This includes giving attention to the UUA's three-rule summary of IRS regulations on the political activities of congregations.
5. Publications will not include partisan political activity. Congregations and their representatives may not advocate for or against candidates for public office or political parties. This includes fundraising on behalf of candidates and donating meeting space, among other actions. Election related activities such as candidate questionnaires and forums are acceptable so long as all major candidates are invited and that they address a broad range of issues.
6. The publication content will be accurate, grammatically correct, and properly formatted.

Accountability: The CC is accountable and reports to the board.

Custodian: Governance committee.

Communications Committee Policy 02: Media Privacy

Ratified: Northlake Communications Committee, August 11, 2022

Accepted: Northlake Unitarian Universalist Church board, September 13, 2022

Intent: The Communications Committee (CC) will determine policies and procedures to keep member information private, as appropriate.

Objective: To ensure Northlake member's personal information and likenesses are kept safe and confidential.

Oversight: The CC will manage publication content in consultation with the congregational administrator and related committees or teams, from which the publication is produced.

1. Contact information for Northlake staff, board, committees, and teams will use northlakeuu.org based aliases, for example, communication@northlakeuu.org
2. Out of respect for the privacy of members and visitors, non-Northlake contact information will not be placed on public media without permission.
3. Newsletters and weekly announcements are posted online, so articles submitted for publication that include the author's contact information imply permission to publish that information.
4. Photos of adult members of the congregation may be used in the media. If someone communicates to the CC or Congregational Administrator that they wish to have a photo of themselves removed, the photo will be removed. Videos follow the same policy as photos.
5. For filmed services, there will be a designated region of the sanctuary where people can worship without being on camera.
6. Recognizable photos of minor children will not be displayed without parent or guardian written permission. If permission is given, Northlake may display unidentified photos of children. If permission is denied, photos will not be displayed. Videos follow the same policy as photos.

Schedule: Ongoing.

Accountability: The CC is accountable and reports to the board.

Custodian: Governance committee.

Communications Committee Policy 03: Document Naming Conventions

Ratified: Northlake Communications Committee, September 11, 2022

Accepted: Northlake Unitarian Universalist Church board, September 13, 2022

Intent: The Communications Committee (CC) will determine naming conventions for documents shared and archived within the Northlake community.

Objective: To ensure Northlake documents are easy to identify and file, and to maintain these documents for Northlake's posterity. These naming conventions apply to all Northlake committee, team, and staff documents.

Parameters:

1. Date in YYYY-MM-DD format.
2. Official committee or team abbreviations (found in procedure 1). Uppercase first letters only for a proper name such as Northlake Communications Committee. Second references, such as the committee or the board, will be lower case.
3. Document type and name, if space allows. (Policy, covenant, report, script, lesson plan, etc.)
 - a. Committees and teams may abbreviate document name components as long as they are still easily identifiable and agreed upon within the committee. For instance, using "inv" instead of invoice or "FIC" for the finance committee.
 - b. If the file will be maintained over time, use the convention v1, v2, v3, etc. to depict its place in the sequence of versions.
 - c. Use zeroes if there will be sequential numbers for a set of files greater than nine. For instance, if you anticipate 14 policies in a set, the first should be number 01.
4. If the document contains feedback or notes from multiple people, each should include their two-letter initials at the end of the document before saving and resending.
5. Use an underscore between each naming element - 2022-09-11_CC_Policy03_v2_EP_DD_SW
6. Once a document is in its final format, the version and two letter initials can be removed.
7. Do not use spaces or special characters.

Schedule: The CC will revisit naming conventions yearly, to ensure the most current technology and file sharing software are considered.

Accountability: The CC is accountable and reports to the board.

Authors: Ellie Peterson, Steve Wilhelm

Curators: Elaine Srinivas, Chris Knowlton, Diane DeWitt

Communications Committee Policy 04: Social Media Guidelines

Ratified: Northlake Communications Committee, September 11, 2022

Accepted: Northlake Unitarian Universalist Church board, September 13, 2022

Intent: The Communications Committee (CC) will set guidelines on how best to participate in social media and online group chats, to contribute to all readers' experience, and to ensure interactions in these virtual spaces are safe and respectful.

Objective: The purpose of Northlake social media and group chats, such as Northlake Talk are to keep members informed of Northlake events, to share resources, celebrate success, and seek advice. Social media and online group chat is for members to share information and support, not solicit money or sales from fellow members. The exception is posting about events or benefits that offer a service of direct relevance to Northlake members. Keeping communications functional will be ongoing.

Prohibitions: Crowdfunding, Patreon, and other fund solicitations, along with social media vote solicitation and requests for reviews and blurbs, are all prohibited. Any such posts will be removed without notice. Individuals who fail to adhere to these guidelines may be reported to the board president and/or the CC chair for follow up. Failure to adhere to these guidelines may lead to member removal from social media or online chat groups.

Guidelines:

1. Use "I" statements. Everyone should speak from their own experience.
2. Avoid making generalizations. Don't make blanket statements about any groups of people. This includes persons of color, Native Americans, LGBTQIA, persons with disabilities, religious groups, cultural groups, political parties, socioeconomic classes, age ranges, etc. If you're not sure something you want to say is factually correct, phrase it as a question.
3. Assume positive intent. People should not make assumptions about other people's experiences. The only assumption people should make is that when others post or comment, they are doing so with best intentions and do not mean to offend anyone.
4. Speak out, with respect. If a post or message is factually incorrect, insensitive, or offensive, please politely and respectfully call the poster on those points. Don't be a bystander and let the same people usually assume the burden of speaking up. Don't simply ignore offensive or factually incorrect posts, in order to "keep the peace." Letting erroneous or insensitive posts and comments slip by makes our community space feel less safe, and increases the difficulty of building healthy group dynamics.
5. Respect confidentiality. Assume posts and comments shared in this group are intended to remain private, and not to be posted on public social media. If you would like to share someone's post or comment, please ask them first.
6. Don't disparage others' preferences, as in the urban street phrase "Don't yuck my yum." Diverse groups have much to offer and that includes different likes and dislikes. When group members share about their preferences, respect their opinions.

Accountability: The CC is accountable and reports to the board.

Custodian: Governance committee.

Communications Committee Policy 05: Crisis Communication

Ratified: Northlake Communications Committee, January 31, 2023

Accepted: Northlake Unitarian Universalist Church board, February 14, 2023

Intent: The Communications Committee (CC) will establish and maintain procedures to be implemented anytime a critical incident occurs that diminishes trust in the church and its ministry, or damages the church's reputation within the community.

Objective: The policy and following procedures will allow the minister and leadership of Northlake to provide: compassion, concern, and care for victims of the crisis and those impacted by the crisis; a means for meeting the needs of media covering the crisis; a positive image of Northlake; and accurate information for the Northlake community and pertinent stakeholders.

Definition: A crisis can be considered anything that puts the church's values on trial in a court of public opinion, or that attracts media attention in a potentially negative manner.

Membership: If a crisis occurs a "Crisis Team" will convene and consist of the minister, the board president, the congregational administrator, the director of religious lifespan education, and the Communications Committee chair. The team may be expanded to include additional leadership, staff, attorney, or a public relations consultant, depending on the nature of the crisis.

Collaboration: Any member of the team may activate the following procedures when (s)he becomes aware of an actual or potential crisis. All members of the team are responsible for assembling the team when they learn of an actual or impending crisis. The team will determine the initial response.

Schedule: The (CC) will review the policy and seek feedback from Crisis Team members on an annual basis.

Accountability: The CC is accountable and reports to the board.

Custodian: Governance committee.

CC Procedure 05-01: Learning of a Crisis from the Media

Purpose: To ensure crisis communication with media members is effectively managed, includes true and relevant facts, and guards the privacy of Northlake members and staff, while providing a timely and professional response.

Schedule: As needed.

Method: Whenever a Northlake member or friend is contacted by the media, their first obligation is to pass this information to a member of the crisis team. When a member of the crisis team learns of a crisis from the media or Northlake member or friend, the following steps should be implemented.

1. The crisis team member receiving the call should politely but firmly decline to answer the reporter's questions with the "Hold Response" and takes a message including:
Reporter's name
Reporter's telephone number
Media outlet
Reporter's deadline
Information the reporter is seeking (*also note what information the reporter already has—correct as well as incorrect information*)
Time and date of the call
2. Immediately assemble the crisis team. Ensure all members have each other's immediate contact information.
3. The Crisis Team will establish a designated spokesperson and back-up spokesperson, and give them the information gathered from the reporter. They may choose to establish a meeting coordinator. The team should determine if the team should be expanded to include additional members.
4. If you are unable to arrange for someone to return the call by the reporter's deadline, call the reporter and let him/her know you are still working to have someone return the call who can respond to the questions. *DO NOT RESPOND to the questions yourself unless you are the spokesperson.*
5. The spokesperson or another designated member of the Crisis Team conducts a face-to-face, video conference, or telephone meeting, following the agenda for "The-First-90-Minutes Meeting." (See procedure 3.)
6. Spokesperson returns calls from media, as far in advance of deadline as possible, to either provide the factual information requested or to learn what specific information is needed.
7. Simultaneously with Step 6, the members of the Crisis Team identify others outside the team who may be responding to the crisis to determine the relevancy of their actions and knowledge.
8. The meeting coordinator will make assignments for monitoring media coverage of the crisis.
9. The Crisis Team meets as needed to strategize the continuing response.
10. When the crisis is over, the Crisis Team meets to evaluate these procedures and strategy and to make revisions.

CC Procedure 05-02: Learning of the crisis from a source other than media

Purpose: To ensure crisis communication is effectively managed, includes true and relevant facts, and guards the privacy of Northlake members and staff, while providing a timely and professional response.

Schedule: As needed.

Method: If a member of the Crisis Team learns of a crisis from a source other than the media, the following steps should be implemented.

1. Crisis Team member learning of the crisis gathers the team in person and/or by video conference or telephone. Establish a spokesperson, back-up spokesperson, and meeting coordinator.
2. Crisis Team determines if the team should be expanded to include additional members. Meeting coordinator makes assignments for fact-gathering and sets a report time.
3. The Crisis Team meets to assess the facts of the crisis and the first response. It follows the agenda for “The-First-90-Minutes Meeting.” The Team determines if the church should be proactive in releasing a statement about the crisis to the media.
4. The spokesperson responds to media contacts as received.
5. When the crisis is over, the Crisis Team meets to evaluate response procedures and strategy and to make revisions to the plan.

CC Procedure 05-03: “The First 90 Minutes” meeting

Purpose: To ensure all communication tasks immediately after or during a pending crisis are assigned and effectively handled, ideally in the first 90 minutes.

Schedule: As needed.

Method: If a member of the Crisis Team learns of a crisis through a contact with a reporter—not an unusual occurrence—the team has approximately 90 minutes to make a first formal response on Northlake’s behalf. If the team learns of the crisis from another source, a call will likely occur within the next 90 minutes, although it may be sooner or hours or days later.

Below is the agenda for the first meeting of the Crisis Team. This meeting may be face-to-face, video conference, by telephone, or a combination.

1. Chalice lighting for all those impacted by the crisis, and for guidance and wisdom as the church moves through the crisis in the days and weeks following.
2. Statement to the group as to what has happened or will happen. Identification of:
 - Direct and indirect victims of the crisis
 - Confirmed facts and potential impacts of the crisis on the community and on Northlake’s reputation
 - Unconfirmed information
 - Other needed information
 - Who else needs to be a part of the Expanded Crisis Communications Team
 - Who else in the congregation needs to be informed immediately
 - Who in the community needs to be informed immediately

3. Assign the task of gathering information to confirm or refute reports and identify other needed information. If possible, have someone other than one of the Crisis Team members complete this, so the information can be gathered while the meeting proceeds.
4. Determine what information needs to be released immediately to others in the congregation and community, and assign a person to begin this.
5. Determine if sufficient interest potentially exists to require a “staging area,” for news media at the church or the site of the crisis.
6. Determine what information can and will be released in the first response to news media calls.
7. Develop the statement the spokesperson will use in response to the initial contacts from the media. This may be a formal or informal statement. The key is that the same basic information is given to all media contacts in the initial conversation.
8. Determine what, if any, information beyond the statement can be released to the news media at this time.
9. Identify questions reporters are likely to ask, and responses.
10. Determine what questions must be referred to other sources. (For example, “Was the driver of the van involved in the accident speeding?” or “Did the person accused of starting the fire have a criminal record?” should be referred to law enforcement, fire or public safety officials.)
11. Determine what response the spokesperson will give to questions that cannot be answered at that time either because information is not available, or because the information cannot be released. Also determine what are particularly sensitive or tricky areas, and how to manage those.
12. Review assignments and roles as the management of communications surrounding the crisis begins.
13. Set the next meeting of the Crisis Team.

CC Procedure 05-04: Media Procedure for Church Staff

Purpose: To ensure crisis communication is effectively managed, includes true and relevant facts, and guards the privacy of Northlake members and staff, while providing a timely and professional response.

Schedule: As needed.

Method: If a Northlake staff member is questioned by a reporter or other individual after or during a pending crisis, the following procedures will be followed.

If you receive a telephone call from a reporter regarding a crisis

1. Take a written message (don't transfer to voicemail without taking a message).
2. Get the reporter's name, media outlet, direct phone #, and deadline.
3. Ask for the topic of the story, and also try to determine the angle or tone, in particular how aggressive or accusatory the story's direction may be.
4. Explain that a church spokesperson will return the call.
5. Don't answer questions yourself.
6. Be polite, but firm.
7. Keep a log or written record of media calls.

If a reporter comes on-site

1. Refer questions to the minister or board president.
2. Don't be hostile.
3. Don't give your personal opinion.
4. Don't speak "off the record."
5. Don't use the term "no comment."
6. Be polite, but firm.

If you are asked questions about the crisis

1. Don't speculate, repeat unconfirmed information, or express personal opinion.
2. Don't feel like you have to answer questions
3. Do respond with a brief, positive, general statement.

CC Procedure 05-05: Guidelines for Handling Media On-Site for Church Staff and Leadership

Purpose: To ensure Northlake staff and leadership know how to handle media that comes on Northlake's campus, or other locations where Northlake-endorsed activities occur.

Schedule: As needed.

Method: The following guidelines will be followed for handling media on-site:

1. Identify a location where reporters and photographers park vehicles and stand while they're covering the story. Identify a place that allows privacy for the church and congregation. Media should not be allowed to have "free run" of the property, but acknowledge that reporters and photographers have a job to do.
2. Consider designating a location for the media to stand rather than asking them to leave the property without discussion. The location should be an area where the media does not block authorized people from entering the church or jeopardize anyone's safety. Be aware that television trucks with "live" capability (microwave or satellite) can't operate near telephone or electrical wires. The media will probably ask for more access than you're willing to give them—you should be prepared to say "no" to many of their requests. However, it's often a good idea to listen to their requests to determine if there's a mutually agreeable location.
3. Designate a staff person to explain and enforce the boundaries. If police are involved in the situation, work with them to establish and enforce boundaries. The staff person can say something like "Our priority right now is to make sure everyone is safe (the first sentence may say something different, depending on the situation). We are gathering information right now. As soon as we have the facts, we will have a spokesperson available to talk with you."
4. Be polite, but firm. At some point, it may be necessary to ask the media to leave the property or move to the designated location. For example, if photographers and reporters are trying to interview staff in the church parking lot, ask them to leave the property. Try to avoid unnecessary hostility or confrontation.
5. As far as the law is concerned, a photographer can take pictures of any people or things as long as s/he is standing on public property. A photographer may stand across the street from church property and take photographs of people at the church. However, if a photographer is standing on church property and has been asked to leave the property, that photographer should leave immediately. Be aware of changes in local laws regulating demonstrations near church property.
6. Be proactive. If you see a photographer and/or reporter interviewing people or taking photographs/video on or near church property, you or a designated person should introduce yourself and find out what they're doing. Be polite, but take control.
7. Establish an Interview Location

CC Procedure 05-06: Speaking to the Media

Purpose: To ensure crisis communication is effectively managed, includes true and relevant facts, and guards the privacy of Northlake members and staff, while providing a timely and professional response.

Schedule: As needed.

Method: If a spokesperson or other designated individual speaks to the media, the following procedures will be followed.

1. Begin with a statement (it's okay to repeat parts of your statement & main points later).
2. Use confirmed facts only—try to include the basics of what happened and what the church is doing to respond. Don't give names of victims.
3. Express concern and compassion when appropriate.
4. Keep the statement short and simple.
5. Refer to policies and procedures when you can't discuss specifics.
6. Don't guess, speculate, or speak outside of your expertise. It's okay to say, "I don't know. I can check on that."
7. Speak slowly, naturally, and confidently. It's okay to pause between key points.
8. Make eye contact with reporters. If possible, don't read off a script. It's better to look at your notes, pause, look up and make eye contact while you speak.
9. If you don't understand a reporter's question, ask the reporter to repeat or clarify the question. Again, it's okay to pause before answering.
10. Conclude the briefing when you've given all of the information that you're prepared to release at this time. You can say something like "I understand you have more questions, but that's all of the confirmed information we have right now. I need to return to managing the situation and taking care of the people involved. We will update you in *(fill-in the blank)*. Please give me your business card with a phone number or email address so we can provide you with updated information when it's available. Our office # is *(fill-in)*."
11. If you have a written statement and/or photographs, you can say "I have typed copies of our statement available for you, along with background information about Northlake," and, if available, "I have a photograph that you can scan—I need to keep the original."
12. The time of your next scheduled update will depend on the seriousness of the crisis, the interest level of the media, the time of day, the amount of information that's available, etc. You may want to email additional information to the media instead of holding another briefing. If possible, make any news releases or written information available on the Northlake website.

Communications Committee Policy 06: Email Aliases

Ratified: Northlake Communications Committee, March 6, 2024

Reviewed: Northlake Unitarian Universalist Church board, March 14, 2024

Purpose: The Communications Committee (CC) will establish and maintain procedures to be implemented in the creation, maintenance, and transference of aliases for email addresses @northlakeuu.org. This includes Northlake staff, leadership, committees, teams, task forces, and groups.

Objective: The policy and following procedures will ensure Northlake staff and leaders can communicate securely and privately through an email alias rather than their personal email address, all aliases and their assigned persons or entities are transparently documented, aliases are reassigned whenever leadership or group membership changes, and aliases are published in a way that they are accessible to the membership.

Definitions: An email alias is any email address ending with @northlakeuu.org. It may represent a northlakeuu.org user account, or a northlakeuu.org group. An email alias may forward to a user's primary email address. It allows email aliases for different roles at Northlake to remain constant as people move on to different roles.

Method: This policy and associated procedures are created, agreed upon, and carried out by the CC, with the participation of the church administrator, director of lifespan religious education, and technical assistants.

Schedule: Review in quarter 1 of the fiscal year.

Accountability: The CC is accountable and reports to the board.

Custodians: Governance Committee

CC Procedure 06-01: Northlakeuu.org User Creation

1. Administrators for the Google Workspace for nonprofits used by Northlake are the Congregational Administrator (CA) and Director of Lifespan Religious Education (DLRE). Other church members and staff may be made administrators upon mutual agreement by the CA and DLRE for the delegation of burdensome administrative and technical tasks.
2. Committee, Team, and Group chairpersons are assigned a northlakeuu.org user account as an email alias. (Note: A northlakeuu.org user is an account that one logs into and can send and receive email from.) Chairpersons should use their northlakeuu.org user account for communications in their role at Northlake to ensure communications are kept in the assigned mailbox and to enable a smooth transition to the next chairperson of the group.
3. The name for the user is the title of the role, rather than the name of the person in the role. Exceptions are for staff members and for certain church members and staff designated in procedure 06-01-01. Using the title of the role is to ensure email communication does not get confused with personal email.

CC Procedure 06-02: Northlakeuu.org User Transfer

1. When a chair leaves their position, they inform the CA so that the user account can be assigned to the next chair. If a chair makes an unexpected departure, the next chair informs the CA that the account needs to be transferred to them.
2. Before transferring the northlakeuu.org user account, the CA resets the account to remove any customizations the previously assigned chair may have made.

CC Procedure 06-03: Northlakeuu.org Group Creation

1. A northlakeuu.org group is an email address that sends email communication to all the people within the group. By Northlake standards, an open group is one which any person can send an email to and will be received by all members of the group. An example of this is talk@northlakeuu.org. A closed group is one in which only those within the group can receive emails from one another, such as for a Soul Matters discussion group.
2. Each Northlake entity may have an open group. The name of the group is the title of the entity.
3. The CA is assigned as owner of each open group. Owners have all permissions for the group. The chair is assigned as a manager of the group and may delegate others as managers. Managers have the same permissions as owners, but are unable to delete the group, make another member an owner, or change the owner's role. All others are assigned as members of the group and have basic permissions.
4. Chairs are responsible for updating their groups when new members join or leave.
5. The CA and DLRE are assigned as owners of closed groups as it pertains to their work.

CC Procedure 06-04: Open Group Use

1. Members of Northlake entities are encouraged to use group emails when communicating with each other about the work of their respective entities. This ensures that a record of communication is kept in a way that it is accessible to future members.

CC Procedure 06-05: User and Group Email Publication

1. User and group email addresses for each Northlake entity will be listed on the website within the information section for that entity.
2. User email addresses for Northlake staff will be listed next to their position description on the website.
3. Closed group email addresses will not be listed on the website.

FACILITIES COMMITTEE

Facilities Committee Policy 01: Campus Safety

Ratified: Northlake Facilities Committee March 29, 2023

Accepted: Northlake Unitarian Universalist board April 11, 2023

Intent: The Facilities Committee (FAC) will minimize the risks of hazardous physical conditions, maintain security of the property, resolve campus safety concerns, and respond in cases of emergency.

Objective: The FAC will form a safety subcommittee to address safety and security of Northlake property, staff, renters, and visitors of the Northlake campus. Preventive measures will reduce risk of physical harm and property damage. Responses to emergency situations will be orderly and coordinated with appropriate entities.

Responsible: The members of the FAC will appoint a committee member to be responsible for facilitating the safety subcommittee and ensuring Northlake staff is informed of subcommittee activities and decisions. The subcommittee will preferably consist of at least three people familiar with church property who may have experience in general security protocols, identifying and reducing physical hazards, or first aid and emergency response management.

Collaboration: The safety subcommittee will consult related Northlake policies and collaborate with Northlake staff, rentals subcommittee, communications committee, and governance committee to identify campus safety and security needs. Some safety and security tasks may involve consultation or collaboration with Northlake's board and finance committee or other user groups, professional contractors, church insurance guidelines, emergency preparedness guidelines, or the Kirkland police and fire departments.

Schedule: The safety subcommittee agenda will include an annual review of current procedures, training and communication plan, verification of the FAC emergency contact list, review of safety equipment and supplies inventory, and new business to address issues or improvements. Duties may be delegated.

Duties: Primary duties of the safety subcommittee include:

1. Maintain a collection method for reporting issues of safety or security.
2. Inventory safety equipment and supplies, notify staff of replacement needs.
3. Maintain FAC emergency volunteer contact list.
4. Monitor campus physical security equipment and protocols/procedures to reduce danger.
5. Monitor potential hazards and recommend modifications to reduce risk of physical harm.
6. Determine helpful training and communication regarding campus safety and security.

Accountable: The safety subcommittee is accountable to the FAC.

Custodian: Governance committee.

Facilities Committee Policy 02: Maintenance

Ratified: Northlake Facilities Committee, March 29, 2023

Accepted: Northlake Unitarian Universalist Church board April 11, 2023

Intent: The Facilities Committee (FAC) will assess and address the short and long-term maintenance needs of the entire Northlake campus.

Objective: The FAC will engage with professional consultants and knowledgeable volunteers to assess the condition of buildings and grounds elements that require ongoing maintenance. Regular maintenance needs will be addressed in a manner that is organized, timely, cost-effective, and carefully recorded to inform future decisions and assessments.

Responsible: The members of the FAC will appoint a committee member to be responsible for facilitating buildings and grounds maintenance planning and ensuring the Northlake staff are informed of maintenance activities and decisions. With support of FAC members, a subcommittee may be formed to support ongoing maintenance planning, or a task force may be called to support specific projects or special events.

Collaboration: The FAC will consult related Northlake policies and collaborate with Northlake staff, rentals subcommittee, safety and security subcommittee, and leaders of various groups and activities utilizing the campus to identify and prioritize maintenance needs. Planning timelines and costs associated with maintenance will be coordinated with Northlake staff and the finance committee. Most maintenance tasks will be led by volunteers with relevant skills and encourage community engagement when possible. Other maintenance tasks will be arranged with professional contractors and inspectors as needed.

Schedule: An annual calendar of anticipated maintenance will be reviewed and updated at least once per year. Persons designated to schedule or organize specific maintenance tasks will report status or provide documentation of completion to be reviewed at regular FAC meetings.

Duties: The FAC will maintain a list of maintenance contractors and any ongoing agreements for services, identify volunteers with relevant skills and encourage community involvement, update a calendar of all anticipated maintenance tasks and major maintenance projects, plan ongoing maintenance of buildings interior and exterior components, and plan ongoing maintenance of grounds including landscape areas, playground, parking lot, and outdoor equipment.

Accountable: The FAC is accountable and will report to the board as requested.

Custodian: Governance committee.

Facilities Committee Policy 03: Project Management

Ratified: Northlake Facilities Committee April 24, 2024

Accepted: Northlake Unitarian Universalist board June 13, 2024

Intent: The Facilities Committee (FAC) will maintain records and conduct a transparent process in the bidding, contractor selection, execution, and close-out of buildings and ground projects.

Objective: The FAC will utilize common communication tools, consistent file storage protocols, organized progress and budget tracking, and equitable recruiting and selection practices to plan and manage facilities related projects that require skilled labor.

Responsible: The members of the FAC will appoint a committee member to be responsible for project management duties based on the specific needs of a project, required background knowledge, and volunteer availability. With support of FAC members, a task force may be called to collaboratively manage projects with large or complex scope.

Collaboration: The FAC will consult related Northlake policies and collaborate with Northlake staff, other committees and teams, volunteers, contractors, impacted groups, regulatory agencies, and other required entities. Project timelines will be coordinated with Northlake staff and any impacted building user groups to minimize disruption to regular building operations.

Schedule: A list of anticipated projects will be updated at least once per year and estimated costs will be included in the annual budget request. Persons designated to schedule or organize specific projects will report status or provide documentation of completion to be reviewed at regular FAC meetings. The FAC will review project management norms and systems and adjust annually.

Duties: The FAC will achieve efficient project management by executing the following:

1. Maintain project records in the official Northlake digital file storage platform
2. Transparently document project plans, progress, and completion
3. Communicate relevant project details with stakeholders
4. Practice equitable recruitment and selection of hired labor and consultants
5. Monitor quality and safety of project work completed by volunteers and hired labor

Accountable: The FAC is accountable and will report to the board as requested.

Custodian: Governance committee.

FINANCE COMMITTEE

Finance Committee Policy 01: Financial Accounts and Budget

Ratified: Northlake Finance Committee, September 19, 2022, September 18, 2023

Reviewed: Northlake Unitarian Universalist Church board, October 11, 2022, October 12, 2023

Intent: The Finance Committee (FIC) will develop and manage the annual operating budget and will regularly report to the board regarding relevant emerging issues related to the budget. When developing the annual budget, the FIC and treasurer should aim to enable the ministry and committees to carry out the mission and vision of Northlake.

Budgetary Development Process: Members of the FIC and the treasurer will determine the specific line items and other details of the budget, drawing input from prior years' budgets, committee chairs, the board, and other stakeholders as appropriate. The FIC and treasurer will investigate and report to the board expected financial circumstances for the coming year. During the last fiscal quarter of the year, the FIC will bring a balanced budget to the board for approval. FIC and the treasurer will monitor income and expenses throughout the fiscal year, reporting significant variances to the board in a timely fashion.

Schedule for Budget Development Process: The FIC will create a preliminary draft of the budget before the start of the stewardship campaign. The final draft of the budget will be presented at the last board meeting of the fiscal year for approval, and then put before the congregation for final approval at the last congregational meeting of the fiscal year.

Financial Accounts: The Treasurer will maintain the following six separate/distinct financial accounts:

Operating Account: Primary checking account for daily operations that (a) receives church operating income from pledges, contributions, fundraising, fees, rent, and other miscellaneous receipts; (b) makes payments for operating expenses of the church; and (c) is a depository for the church's various holding funds (off-budget funds). A sufficient balance will be maintained in the operating account to reasonably ensure that no overdrafts will occur during the normal daily conduct of church business.

Operating Reserve Account: Provides reserves sufficient to cover at least one month's normal operating budget expenditures. The funds in this account will be prudently invested and managed to maintain sufficient liquidity to meet the needs of the account. In the case of a temporary operating account shortfall, withdrawals from this account may be authorized by the board. If the authorized funds cannot be restored to the account in full within 60 days, a special congregational vote will be required. If the proposed expenditure will reduce the account below its required minimum level, the proposal to the congregation will specify a plan for restoring the account to that level. - If there is a surplus in the account, defined as two or more months of normal operating expenses, the board may authorize use of these "surplus" funds to pay down debt or contribute to the endowment fund.

Capital Reserve Account: Provides reserves to maintain and improve the physical plant of the church. The fund will be prudently invested and managed to achieve modest growth over time. All expenditures from this account will be authorized by a simple vote of the board.

Emergency Account: Holds rainy day funds to cover unexpected operating or capital expenses. This fund will be prudently invested and managed in such a way as to maintain liquidity for ready use of the fund.

Minister's Discretionary Account: Checking account funded by donations from members and friends. Distributions will be made by the minister to provide assistance to church or community members with emergency financial needs. The minister will regularly report to the board regarding account expenses, while maintaining the confidentiality of the persons assisted.

Endowment Fund: See also FIC Policy 08 - Endowment

Accountability: The FIC reports to the board.

Custodian: Governance committee.

Finance Committee Policy 02: Stewardship Team

Ratified: Northlake Finance Committee, September 19, 2022, September 18, 2023, December 15, 2023

Reviewed: Northlake Unitarian Universalist Church board, October 11, 2022, October 12, 2023, March 14, 2024

Intent: The Finance Committee (FIC) works closely with the stewardship team to ensure that Northlake acquires the necessary financial support to sustain short-term and long-term church operations.

Team Objectives: The stewardship team will focus on conducting a successful fundraising campaign for funding church operations for the following fiscal year. The campaign will be developed and implemented through strategic planning, development, management, and promotion. The stewardship team will collaborate with, and receive support from, the FIC, the communications committee, and the membership team. As part of the stewardship campaign, the team will focus on contributing to the development of social capital (defined as networks of meaningful interconnections among congregants), as the team recognizes that financial support from membership is heavily influenced by the extent to which congregants feel interconnected and participate in the on-going activities and governance of the church. For example, everyone is invited to the stewardship dinner.

FIC Responsibility to the Team: The FIC will facilitate the needs and activities of the stewardship team that are related to understanding and meeting the church's financial needs in both the short- and longer term.

Team Selection: The stewardship team leader and its members will be selected at the onset of each fiscal year based on input from the FIC, the communications team, and the membership team. In addition, Northlake members will be recruited by the stewardship team.

Confidentiality: The stewardship team leader will have limited access to Northlake's confidential database while keeping member and friend information private.

Authors: Lauren Schultz, Melissa Ahern, Janet Hall, Dave Thompson

Custodians: Governance Committee.

Finance Committee Policy 03: Share the Plate

Ratified: Northlake Finance Committee, September 19, 2022

Reviewed: Northlake Unitarian Universalist Church board, October 11, 2022, October 12, 2023

Objective: The Finance Committee (FIC) will provide financial tracking and donation delivery to the designated recipients for the Northlake ministry Practicing Justice team named Share the Plate.

Responsible: The treasurer will track and report the results to the FIC. The treasurer will work with the share the plate team and other volunteers collecting and verifying the amounts collected.

Accountability: The treasurer will update the FIC on the Share the Plate status.

Collaboration: See the Ministry Manual Practicing Justice policy 04: Share the Plate. This ministry policy explains the tasks of this ministry team prior to the point when they hand off to the FIC.

Custodian: Governance committee.

Finance Committee Policy 04: Gifts

Ratified: Northlake Finance Committee, September 19, 2022, September 18, 2023

Reviewed: Northlake Unitarian Universalist Church board, October 12, 2023

Intent: The Finance Committee (FIC) and the treasurer are responsible for collaborating with the board on all fiduciary decisions as delegated to the FIC by the board. This includes the management of gifts and any activities to inform Northlake members about gifting. The board maintains ultimate responsibility for ensuring excellent fiduciary management of Northlake assets.

Qualified: Northlake is incorporated as a religious nonprofit in Washington State and is qualified to receive gifts that transfer cash or property according to Section 170 (c) and Section 501(c)(3) of the Internal Revenue Code.

Definition: A gift is willingly and freely given to another. A gift may be cash, a check, a money transfer, or a written promise. It may be real property or other property. A gift is specifically not an annual pledge, nor cash or checks donated in the plate, nor cash or checks to Share the Plate.

Unrestricted: An unrestricted gift is a donation that transfers all ownership of the funds or property to Northlake and does not specify their intended use. A gift to Northlake without a written gift instrument transfers complete ownership of the gift to Northlake. The use of the gift will be decided by the board based on the advice and guidance of the FIC, with or without help from other knowledgeable sources.

Restricted: A restricted gift to Northlake will be created only by a gift instrument such as a will, deed, grant, trust, signed letter, or other gift instrument recognized by Washington State law. Any restricted gift over \$1,000 will first be reviewed for acceptance by the FIC. The FIC may recommend that the board refuse a restricted gift if the gift's terms would be impractical, and the FIC will recommend the board refuse the gift if the gift's terms are unethical or would require Northlake to perform an illegal act such as discriminating among members.

Endowment: Northlake is a participant in the Unitarian Universalist Congregational Endowment Fund (UUCEF), managed by the Unitarian Universalist Association. Gifts to the Northlake CEF may be given at any time. The CEF is a permanent fund with earnings available to distribute while the principal (the amount deposited into the fund) remains intact.

Coordination: See finance policy 08: Endowment.

Minimum: Gifts are defined as an amount greater than \$1,000. Receiving and managing gifts to is one of several FIC central duties delegated by the board.

Accountability: The FIC will track and safeguard all written legacy gift instruments and transactions on file with Northlake. The FIC and treasurer will annually report unrestricted and restricted gifts received and/or pending and the status of the Northlake CEF to the board.

Custodian: Governance committee.

Finance Committee Policy 05: Treasurer

Ratified: Northlake Finance Committee, September 19, 2022, September 18, 2023

Reviewed: Northlake Unitarian Universalist Church board, October 11, 2022, October 12, 2023

Intent: The Finance Committee (FIC) will rely on the knowledge and skills of an elected treasurer.

Objective: The nominating committee recruits a qualified treasurer candidate in a three-year cycle. The congregation elects the treasurer. The treasurer may be nominated and elected to a second three-year term before being required to relinquish the office for a minimum of 3 years before being considered as a candidate for treasurer again.

Qualifications: The treasurer will have verified knowledge, experience, and skills that match the level of financial expertise required by the specific aspects of Northlake's non-profit financial status. The treasurer also should have knowledge about the requirements of relevant state and federal laws and knowledge of Northlake's conflicts of interest policies.

Responsibilities: The treasurer will be a voting member of the executive cabinet and board. The treasurer will be an *ex-officio* non-voting member of, and advisor to, the FIC. The treasurer will have custody and control of all funds, securities, and valuables of Northlake. The treasurer will select an official depository for these treasurers with the advice and approval of the board. The treasurer will review accounts of all financial transactions including receipts, expenses, salaries, and taxes. The treasurer will submit financial statements before each board meeting and at the end of the fiscal year.

Coordination: See board policy 07: Treasurer Board Duties

Accountability: The treasurer reports to the board, consults with church leaders as needed, and is accountable to the members.

Custodian: Governance committee.

Finance Committee Policy 06: Debt Management

Ratified: Northlake Finance Committee, September 19, 2022, September 18, 2023

Reviewed: Northlake Unitarian Universalist Church board, October 11, 2022, October 12, 2023

Intent: The Finance Committee (FIC) and the treasurer are responsible for collaborating with the board on all fiduciary decisions including the management of debt as delegated to the FIC by the board. The board will maintain ultimate responsibility for ensuring excellent fiduciary management of Northlake's assets.

Scope: Debt management is one of several FIC central duties delegated by the board. Debts are defined to include both short-term (utility assessments) and long-term obligations (real property mortgage debt), as well as taxes, contracts, fines, assessments, and employee benefits. In charging the FIC with debt management tasks or when requesting that the FIC take on a specific debt management fact-finding project, the board will set specific expectations and limitations.

Contributors: Leaders of Northlake governance entities and individuals who possess the knowledge and skills to help the FIC collect information for financial decision making may become temporary FIC committee members and agents of the FIC. Such persons would assume the role at the request and oversight of the FIC Chair. Their temporary status would be for the duration of the specific project.

Documenting: The FIC will engage in fact-finding research to document and present the basis for any debt management recommendation sent to the board. The treasurer, and other Northlake leaders involved in researching debt decision options, will provide the board with both a written report and verbal explanation regarding the set of options, providing cost comparisons of the choices to be voted on by the board.

Limitations: Northlake will set a financial limit for each separate debt. Whenever the board decides to assume a debt greater than \$50,000, the matter will be brought to a Northlake member meeting for a congregational vote. The FIC will present and explain the proposed debt to Northlake members at the member meeting.

Approval: The board's adoption of any debt in an amount less than \$50,000 and recommended by the FIC will be deemed an action of oversight and acceptance. Debt in an amount of \$50,000 or greater will be deemed approved after a vote in favor at a congregational meeting.

Revision: In the event that members vote to reject proposed debt, the board will direct the FIC to resume work and return with a revised proposal. The FIC may contact any sources needed to complete a timely, revised debt recommendation.

Custodian: Governance committee.

Finance Committee Policy 07: Endowment

Ratified: Northlake Finance Committee, September 19, 2022, September 18, 2023

Reviewed: Northlake Unitarian Universalist Church board, October 11, 2022, October 12, 2023

Intent: The Finance Committee (FIC) and the treasurer are responsible for collaborating with the board on all fiduciary decisions as delegated to the FIC by the board. This includes managing Northlake's endowment fund through the Unitarian Universalist Common Endowment Fund (UUCEF), as well as updating Northlake members regarding the status of the fund. The treasurer will ensure excellent fiduciary management of the assets and will provide quarterly reports to the board.

Definitions: A financial endowment is a structure for managing and perpetuating a pool of investment assets for a specific purpose according to the will of its founders and donors. In the case of Northlake, this asset is our account with UUCEF, and its purpose is to help Northlake achieve long-term financial stability, thus undergirding long-term sustainability of its mission.

1. Defined Principal: the original investment plus the reinvested income, adjusted for inflation (see "inflation-proofing," below).
2. Undistributed Income: investment earnings of the fund in the current period.
3. Defined distributed income: the income portion minus funds moved into principal to adjust for purchasing power of the principal.
4. Defined undistributed income: funds moved into principal to adjust for the purchasing power of the principal.
5. Invading the principal: withdrawing funds from the defined principal.

Management of the Endowment: Northlake's UUCEF account will be administered by the current treasurer, in collaboration with the board and the FIC. The current board president will have access to the fund. When officer roles shift, the outgoing board president and the outgoing treasurer will transfer access and provide training to the incoming board president and incoming treasurer. The treasurer will provide quarterly reports to the board. There will also be an endowment subcommittee formed to administer, report upon, and inform the congregation about the endowment fund. The endowment subcommittee will be made up of the treasurer, a board member, a finance committee member, and a representative from the congregation. This subcommittee will report to the finance committee and assist the treasurer in any reporting related to the endowment.

Gifts to the Endowment Fund: Gifts to the endowment fund can be made as other gifts per the gift policy. Gifts may be restricted to go into the endowment fund; however, no other restrictions may be placed on endowment fund donations.

Inflation-proofing: To properly assess the real value of the assets in the UUCEF and the amount of undistributed income that can be tapped, the defined principal will be adjusted by the inflation rate (multiplied by the inflation rate and increased by moving the appropriate amount of undistributed income into the principal). This strategy enables the principal to maintain its purchasing power. Inflation adjustments will be based on data from the BLS.gov site that are relevant to the City of Kirkland (BLS CPI, Seattle Area).

Required Minimum Balance: The minimum required balance will be \$300,000. A portion of the undistributed income is moved into the principal to adjust for inflation, thus maintaining the purchasing power of the principal—see "Inflation-proofing" above. The endowment fund will accumulate funds until a combined defined principal and defined distributed income value reaches the minimum required

balance. The required minimum balance will be increased by 5% each year after the endowment fund reaches \$300,000. This adjustment will be made at the beginning of the fiscal year (July 1st).

Distributions from the Endowment Fund: Every effort should be made to avoid invading the principal. Board approved distributions may be made only from the defined undistributed income portion of the endowment fund.

1. Distributions are contemplated to support designated, board-approved special projects and normal operating expenses as recommended by the board and approved by the congregation during congregational meetings. No more than twenty-five percent (25%) of the annual operating budget of the congregation may be funded by distributions from this endowment fund.
2. In a state of emergency, the board may vote to withdraw excess funds (an amount that would bring the defined principal below the required minimum balance) from the endowment. In this case, the congregation must vote by $\frac{2}{3}$ majority to approve the withdrawal of funds. This scenario should be avoided unless the church would suffer major damage or dissolution.

Accountability: The treasurer, in collaboration with FIC and the endowment committee, will keep records of endowment giving, distribution, and account status. This will be reported to the board on a quarterly basis regardless of level of activity.

Custodian: Governance committee.

Finance Committee Policy 08: Transactions with Transparency

Ratified: Northlake Finance Committee, March 12, 2023, September 18, 2023

Reviewed: Northlake Unitarian Universalist Church board, March 14, 2023, October 12, 2023

Intent: The Finance Committee (FIC) and the treasurer are responsible for collaborating with the board to ensure a balance between fraud prevention and ease of paying Northlake's obligations.

Disbursement: All payments will be made by check, debit card, electronic transfer, or direct deposit, and entered into the bookkeeping system. Every transaction requires supporting documentation in the form of an invoice, receipt, or check request form that will be maintained for three years.

Check signing: In order of preference, the minister, board president, and treasurer are authorized to sign checks on behalf of Northlake.

Electronic funds transfers: The staff person handling bookkeeping will be authorized to make electronic payments for utility bills, mortgage payments and all other expenses approved by the minister, board president or treasurer. Automatic payments may be established for regular recurring bills.

Debit cards: Staff members are authorized to use debit cards on behalf of Northlake, all receipts must be given to the staff person handling bookkeeping to complete the monthly banking reconciliation. If a receipt is lost or unavailable a missing receipt form may be substituted.

Payroll: Payroll is initiated by the staff person handling bookkeeping. The minister will receive reports on the net payroll and confirm approval each pay cycle.

Background checks: Before any person becomes a check-signer or is issued a debit card they must pass a background check that will be renewed every two years.

Limitations: Any commitments or payments that would be a budget line item of \$200, or 10% over budget, whichever is greater, requires approval from the treasurer or FIC. Any check that is not a regular recurring bill and is over \$2,000 requires two signatures. No one will authorize or sign a check payable to themselves.

Custodian: Governance committee.

GOVERNANCE COMMITTEE

Governance Committee Policy 01: Policy Making

Ratified: Northlake Governance Committee, April 26, 2022; March 26, 2024

Accepted: Northlake Unitarian Universalist Church board, May 4, 2022; April 11, 2024

Authority: Article 9, Section 2 of the Northlake bylaws and the mission section of the governance committee (GC) charter.

Intent: Northlake is committed to policy-based governance. The governance committee (GC) is focused on policy-making tasks necessary to successful policy-based governance. Member ratified bylaws, board ratified charters, and committee policies and procedures define the scope, range, and authority of each governance entity in the organizational structure. Policies and procedures are also relied on to build institutional memory, provide functional structure, and govern decision making.

Role: The board delegates ongoing policy and procedure management, including the annual policy and procedure review process, to the GC.

Schedule: Policy writing can occur at any time. Committee chairs will work with the GC to complete a routine policy status review in the fourth quarter of each fiscal year.

Assistance: Committee chairs will notify the GC chair about plans to write or update policies by the end of the fourth quarter. A committee may ask for and receive guidance or training by the GC to either develop new, or revise old, policies and procedures.

Collaboration: The board will support and rely on the GC to ensure that the board and standing committees work collaboratively to develop and update policies pertaining to the various areas of responsibility. The board may ask the GC to assume an advisory role with ministry policy work. When policies or procedures involve more than one entity's domain, or both governance and ministry entities, the involved leaders will work jointly to write or update those policies and procedures.

Accountability: Board members, staff, and committee chairs are expected to be conversant with and able to utilize the Northlake *Governance Manual* to fill their roles and carry out their responsibilities.

Custodian: Governance committee.

GC Procedure 01-01: Responsibility

Purpose: The reason policy oversight, work, and review is entrusted to the GC and lay leaders is because they possess the subject-specific knowledge and tools necessary to ensure policies are clear, well-thought-out and lead to good decisions and actions.

Schedule: Annual review during the 4th quarter of the fiscal year. Annual reaffirmation in the following 1st quarter of the next fiscal year.

Method: Northlake leaders create and employ policies to carry out their tasks. The *Governance Manual* will contain the most current policy information. Northlake policies define who makes what decisions, helps avoid functional overlap and conflict, and promotes good quality outcomes by setting clear expectations for church operations and activities.

1. All church governance leaders, from board to task force members, are expected to understand, review, and employ the most recently published *Governance Manual* policies.
2. Committee-level policy oversight will be assumed by the chair and members.
3. The board, GC, or committee may identify and initiate work on a new policy.
4. Northlake policies will be written by lay leaders with Northlake governance-entity-specific experience and knowledge or with equivalent knowledge acquired elsewhere.
5. People who possess institutional knowledge about recent or current context and procedures, and/or have uniquely valuable information, will be encouraged to contribute to policy work.

GC Procedure 01-02: Ratification

Purpose: Northlake's governance structure and organization is minimally hierarchical, placing policy decision-making authority on those who lead, including the board and committees.

Schedule: The board delegates governance document management and schedules to the GC.

Method: The board-chartered standing committees will write and ratify all their own policies. The committee members are both authors and authorities. The GC will be responsible for and collaborate with the board, leadership council, and executive cabinet. The GC will manage policy work so that the most recent publication of the *Governance Manual* available to all.

1. Committee policy drafting will be led by the chair or designated committee members with the requisite knowledge and experience of the committee's role and responsibilities.
2. Committee policy ratification requires a simple majority affirmative vote.
3. Committee ratified policy/procedures will be in-force on the committee ratification date.
4. After ratification the chair will send the policy/procedures to the GC chair for processing.
5. The GC will be responsible for the next steps: placement of the policy only on the consent agenda and final text preparation for publication in the *Governance Manual*.
6. If the board decides for any reason that a policy needs more work, the GC will re-engage the committee involved and be available during the re-submission process.
7. Committees will write sets of procedures for each policy and provide them to the GC for the *Governance Manual*. Committee procedures will not be reviewed or critiqued or revised by other governance entities including the GC and/or the board.

GC Procedure 01-03: Collaboration

Purpose: Northlake's policies will provide clarity and definition in complex situations that involve inter-group collaboration. This will be necessary when task completion means one committee begins a process and another committee completes that same process. It may also apply when two or more committees work together on a project or task, e.g., the budget.

Schedule: The GC chair and board president together will send written notification/instructions to the relevant committee leaders when policy collaboration has been identified.

Method: The collective group of leaders will work together to decide what content belongs where in policies that address both the separate and conjoint responsibilities as well as identify other related policies. The GC will assist by cross-referencing separate policies in the *Governance Manual*.

1. Northlake lay leaders will rely on the most current publication of the *Governance Manual*.
2. While standing committees are autonomous, they are expected to use collaborative methods.
3. Committees who write a first policy draft will initiate contact as soon as appropriate to begin working collaboratively with other committees holding closely related responsibilities.
4. Collaboration may produce several policies or other changes that will enhance governance.
5. After ratification, the committee chairs will follow steps 4 and 7 of GC Procedure 01-02.

GC Procedure 01-04: Implementation

Purpose: In order to have optimal participation in a volunteer and lay-led church organization, Northlake will provide training through the leadership council. The training will include the context and details about the role of policy and procedures in Northlake governance.

Schedule: At minimum of once a year. Preferably in the first quarter of the fiscal year.

Method: Seminars, tutorials, reading assignments, and workshops will be arranged for current lay leaders. However, enrollment will be open to encourage prospective leaders to participate. These events will engage church leaders as well as outside presenters, as desired. Topics may be:

1. Effective use of the Northlake *Governance Manual*, our key reference source.
2. How to work with autonomous yet highly collaborative Northlake governance entities.
3. An acquired skill set: what does it take to write good policies and procedures?
4. Why and how polls and surveys are effective decision-making tools.
5. Is it true that leadership styles are different but are also often complementary?
6. Other relevant topics identified by Northlake people.

Governance Committee Policy 02: Document Standards

Ratified: Northlake Governance Committee, April 19, 2021, March 26, 2024

Accepted: Northlake Unitarian Universalist Church board, May 4, 2021, April 11, 2024

Authority: Article 9, Section 2 of the Northlake bylaws and the mission section of the governance committee (GC) charter.

Intent: The governance committee (GC) is the board-designated custodian of Northlake governance documents. In that role, the board delegates to the governance committee (GC) the responsibility for the creation, maintenance, collection, standardization, and publication of governance documents typically employed by churches.

Objective: The *Governance Manual* is the authoritative source of church organizational policy for Northlake members, lay leaders, and staff. The manual will be published in print and in digital format and be made available to everyone. It will be easy to read and comprehend.

Style: The GC will follow the *Chicago Manual of Style*, 17th edition, published in 2017. The GC follows best practice guidelines and aims for documents with clear, unambiguous, practical prose with standardized punctuation and format.

Collaboration: The GC will provide guidelines, support, instruction, and oversight to others involved in policy work as they write, review, and revise their policy and procedure documents. The GC will guide people so they are able to follow the chosen standards.

Implementation: The GC will publish an updated version of the *Governance Manual* at least annually.

Accountability: The GC reports to the board.

Custodian: Governance committee.

GC Procedure 02-01: Guidelines

Purpose: Northlake governance documents will be standardized to be consistent in the Governance Manual. The text will be unambiguous, relevant, practical, achievable, mitigate risk, meet legal requirements, and readily adapt to church organizational changes.

Schedule: Ongoing.

Method: The Chicago Manual of Style will be employed including the following specific details:

1. The document title will be centered at the top of page 1 in bold typeface.
2. The margin will be the “moderate” in Word - 1 inch top and bottom, .75 inch left and right.
3. The text will employ left-justified margins and will have a ragged right edge.
4. All headings will be in bold typeface followed by a colon and two spaces.
5. The typeface will be Times New Roman in 12-point. Titles will be in 13 or 14-point.
6. The lines will be single-spaced within each paragraph.
7. The lines will be double-spaced between sections with headings and between paragraphs.
8. Pagination will be placed in a footer at the bottom beginning with page 2.
9. All bibliography entries will be alphabetical by author's last name, or, if no author, by title.
10. Footnotes will not be employed.

GC Procedure 02-02: Best Practices

Purpose: To support people writing policies Northlake will rely on best practices for prose writing.

Schedule: Upon request the GC will provide document writing training and tutoring.

Method: Writing governance documents involves writing prose that explains the officially adopted rules and guidelines necessary to govern human interaction. The Northlake *Governance Manual* will contain documents essential for orderly church functioning that use plain language and common words that can be easily understood by everyone.

1. Write primarily in the present tense with a positive tone.
2. Write in the active voice, rather than the passive voice.
3. Write short sentences and use as few words as possible to state the point.
4. Place the most important part of the sentence or paragraph at the beginning!
5. Governance documents like bylaws and policies do NOT use tables, charts, or bullet lists.
6. Use verbs instead of nouns derived from verbs.
7. Use gender-neutral language.
8. Avoid stating the subject negatively and the verb positively.
9. Avoid redundant words and wordy phrases.
10. Instead of "should," "shall," and "ensure" please use “will” and “may”.
11. Avoid jargon and overly technical descriptions.
12. Limit the use of acronyms and abbreviations.
13. Pay attention to punctuation, especially the correct use of commas, semicolons, and periods.
14. When writing policies, use the Oxford (or serial) comma to list closely related content.

Governance Committee Policy 03: Document Maintenance

Ratified: Northlake Governance Committee, August 9, 2022, February 27, 2024

Accepted: Northlake Unitarian Universalist Church board, September 13, 2022, March 14, 2024

Authority: Article 9, Section 2 of the Northlake bylaws and the mission section of the Governance Committee (GC) charter.

Intent: The board delegates to the GC responsibility to publish the most current (updated) version of the Northlake *Governance Manual*.

Role. Out-of-date bylaws, charters, policies, and procedures cause confusion, mismanagement, or poor decision-making. Therefore, the board delegates authority to the GC to to remedy problems such as omissions, inaccuracies, overlaps, and delays, and other problems that interfere with having current and functional governance documents. The GC will also advise the board regarding document ratification.

Collaboration: The committee chairs will report policy and procedure document status to the GC in the 4th quarter of the fiscal year. The committee document status reports will be reviewed by the GC. The GC will work with the board setting goals and deadlines for committee policy work during the next fiscal year. GC will follow up providing guidelines, support, management, even tutoring, for the chair and committee as they work on the requested policy and procedure documents.

Schedule: Bylaws and the Mission and Vision statements are member-reviewed and ratified in an 8 to 10-year cycle. Charters are board-reviewed and ratified every other year during the first quarter of the fiscal year. Policies are committee-ratified at any time on an as needed basis.

Accountability: The GC reports committee activities to the board at least quarterly; more if appropriate. The GC reports governance document status, including policies and procedures, annually and before the end of the fiscal year.

Custodian: Governance committee.

GC Procedure 03-01: Updating Bylaws and Charters

Purpose: Northlake will avoid problems caused by out-of-date bylaws and charters by routine reassessment to discern the need for review and updating.

Schedule: The bylaws will be reviewed by the GC and board at an interval of no less than three years, and no more than five years to determine if content in the bylaws needs updating. The charters will be reviewed as determined by the committee chair in consultation with the GC.

Method: The board delegates bylaws and charter review tasks to the GC using these steps.

1. During the first and/or second month of each fiscal year the GC will report to the board whether there is a reason to update either the bylaws or charters.
2. When updating is chosen by the board, the GC will begin working to update the documents.
3. To create bylaws amendments the GC will collaborate with other lay leaders and prepare the recommended bylaws text.
4. The board will then review the bylaws amendments, make decisions, and develop and manage the plans for member ratification of the amendments.
5. To create updated or new charters the GC will collaborate with the lay leaders involved.
6. The board will ratify, sunset, or renew committees, the leadership council, and executive council charters no later than the end of the first quarter of each odd numbered fiscal year.

GC Procedure 03-02: Updating Policies and Procedures

Purpose: Northlake will avoid problems caused by out-of-date policies and procedures by routine reassessment to discern the need for changes and updates and to identify redundancies, omissions, and other problems that need attention.

Schedule: The GC will manage this schedule: last fiscal quarter (April 1 to June 30) for committee discernment and reporting; and first fiscal quarter (July 1 to September 30) for revision work.

Method: The board delegates review of compliance to the GC but reserves the duty of enforcement to the board. Each standing committee will review their current policies and procedures to determine if they are current. The board will be kept informed and the GC will manage deadline compliance.

1. The committee will set up a work schedule, deadlines, and process.
2. The committee chair will report to the GC the results of the discernment phase.
3. If there is to be policy work the committee will revise policies and procedures collaboratively.
4. The committee may assign specific policy and procedure tasks to a member.
5. The committee may seek information from outside sources.
6. The committee will ratify by simple majority and forward the documents to the GC.
7. After ratification the chair will send the policies and procedures to the GC until they are added to the *Northlake Governance Manual*.

NOMINATING COMMITTEE

Nominating Committee Policy 01: Recruiting

Ratified: Northlake nominating committee, November 3, 2022, December 31, 2024

Accepted: Northlake Unitarian Universalist Church board, November 8, 2022, February 10, 2025

Authority: Article 5, Section 2 of the Northlake bylaws and the nominating committee charter.

Intent: Northlake elected leadership positions will be filled by qualified individuals elected by the members at annual meetings.

Responsible: The nominating committee (NC) will be responsible to search, recruit, vet, and place into candidacy, individuals with the requisite knowledge and skills to serve as board members, treasurer, and nominating committee members. Searching will be the constant focus of the NC.

Confidential. The NC and board will keep all communication confidential regarding personal details of individuals being considered by the NC for leadership roles.

Vetting: The NC will fully vet candidates before proposing the slate to the board.

Voting: The board and NC will present the nominees to Northlake members prior to the date of the election. Refer to bylaw Article 7, section 3 for voting criteria.

Responsible: The NC will provide a report to the board at least once per quarter.

Collaboration: See [Church Policy 01: Covenant of Right Relations](#).

Accountability: The NC is accountable to Northlake members.

Custodian: Governance committee.

NC Procedure 01-01: Recruiting

Purpose: To find candidates ready and willing to fill vacancies and provide assistance to the board.

Schedule: Ongoing.

Method: The board delegates recruiting to the NC, and the NC follow these steps to recruit:

1. Discussing prospective candidates with NC members in meetings.
2. Consulting member survey data collected by other entities, e.g. stewardship.
3. Confirming the position descriptions and duties are current.
4. Contacting members under consideration to gauge their interest in the position.
5. Sharing position descriptions and duties with candidates via phone calls and emails.
6. Reviewing relevant biographical experience provided by the candidates.
7. Conducting interviews in-person or by telephone.
8. When appropriate, posting openings/vacancies to the members.
9. Notifying the board president who NC is proposing for which position.
10. Attending board meeting executive sessions when the agenda includes nominees.

Nominating Committee Policy 02: Vetting

Ratified: Northlake nominating committee, November 3, 2022, December 31, 2024

Accepted: Northlake Unitarian Universalist Church board, November 8, 2022, February 10, 2025

Authority: Article 5, Section 2 of the Northlake bylaws and the nominating committee charter.

Intent: To ensure that Northlake is well governed, all candidates for the board, treasurer, and nominating committee members are qualified through a vetting process conducted by the nominating committee (NC). The NC will also keep track of potential candidates for leadership and leadership development.

Definition: “Qualified” refers to specific sets of knowledge, skills, and UU experience that predict the capacity to successfully serve in these key church governance positions. “Qualified” will also apply to UU-experienced individuals who demonstrate the desire and capacity to, with orientation and formal mentoring, acquire the requisite skills and knowledge in a timely manner.

Roles: The board and treasurer should provide the NC with current job descriptions for their roles and any other roles for which the NC might be asked to help vet candidates.

Vetting: Candidates for these offices will provide formal or informal written information about education, past UU church membership, past or current board experience, work history, and other volunteer work history to help the NC in their deliberations. If the NC deems it necessary, the NC may pursue background and reference checks with the candidate’s explicit, written consent.

Privacy: NC deliberation will be kept private and confidential. The NC will only inform the board and minister about the results. In the event the board requests additional candidate vetting, all conversations about this process will be handled in an executive session of the board or executive cabinet.

Schedule: In addition to finding candidates for the annual board and NC election, the NC will begin and conclude candidate searches to fill board and NC vacancies as directed by the president.

Collaboration: See board leadership policies 01-05 for officer job descriptions.

Accountability: The NC will provide a slate of qualified candidates and their bios at least 20 days in advance of the annual board and NC election.

Custodian: Governance committee.

NC Procedure 02-01: Vetting

Purpose: To ensure church leaders are fully qualified and able to perform successfully in their role.

Schedule: Ongoing.

Method: The board delegates vetting to the NC, and the NC follows these steps to vet:

1. The board provides to the NC the list of open positions as well as current job descriptions for these positions.
2. The NC confirms candidates are or will be at least 18 years old by the beginning of their term.
3. The NC confirms candidates have at least one year of membership specifically at Northlake.
4. If the candidate has not been a Northlake member for at least one year, but has two years of membership in one or more UU churches and positive references, they may be considered.
5. The NC reviews relevant biographical information from the candidate such as leadership roles inside and out of the Northlake, including employment and volunteer work.

Nominating Committee Policy 03: Non-discrimination

Ratified: Northlake nominating committee, December 31, 2024

Accepted: Northlake Unitarian Universalist Church board, February 10, 2025.

Authority: Article 5, Section 2 of the Northlake bylaws and the nominating committee charter.

Affirmation: Northlake does not discriminate in administration of its recruiting and vetting policies.

Intent: Northlake's nominating committee (NC) considers members of any race, creed, color, citizenship, sexual orientation, gender identity, disability, national or ethnic origin for leadership positions of the church. Northlake does not discriminate based on any other religious affiliation that members might have.

Definition: Discrimination is, generally, the practice of conferring or denying privileges on the basis of membership in a legally protected class.

Collaboration: See church policy 01: covenant and church policy 07: leadership development.

Accountability: The NC is accountable to Northlake members.

Custodian: Governance committee.

NC Procedure 03-01: Non-discrimination

Purpose: To ensure all Northlake members are treated equally through fair conduct and procedures.

Schedule: Ongoing.

Method: The board delegates responsibility to the NC to ensure that Northlake recruiting and vetting is handled equitably. Northlake follows these practices:

1. Using inclusive language in leadership position descriptions
2. Giving all candidates the same leadership position job descriptions.
3. Offering accommodations to candidates with self-identified disabilities.
4. Maintaining detailed records of decisions concerning candidates without compromising privacy.