

Unity of Bellevue Board of Trustee's Handbook

**Revision 0
Approved March 25, 2025**

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- 1.0 INTRODUCTION** The Unity of Bellevue Board of Trustees provide governance for the organization in accordance with the vision and mission. This handbook provides detailed operational policy and requirements beyond what's contained in the policy manual and, as an attachment to the Policy Manual, this handbook is to be consistently followed for all Board activities and operations to ensure consistency of operations regardless of who is on the Board.
- 2.0 PURPOSE** Provide policy requirements related to Board of Trustees operations. Where discretion in policy variation is permitted it has been so noted. If no waiver is noted then the policy is to be followed as a requirements document. This is not a guideline.
- 3.0 INTENTION** This document is written for Board of Trustees use and specifically as a policy supplement and work instruction for the Board President. This handbook provides detailed about standard policy and procedure.
- 4.0 STRUCTURE** In the state of WA Unity of Bellevue can choose to operate with either a Board of Directors or with a Board of Trustees:
- a) Board of Directors. Generally presides over a public corporation, private business, or in some cases a nonprofit. Focus is generally on profit and/or maximizing shareholder value. Goal is to oversees the overall management of the organization. May be comprised of operational representatives.
 - b) Board of Trustees. Generally presides over a private business, nonprofit organization, or charitable foundation. Focus is on service to the charitable organization, prioritizing mission and stewarding assets. Goal is to ensure the organization meets its objectives and fulfills its mission.

Unity of Bellevue operates under a Board of Trustees structure. The members of the Board are collectively accountable for the overall functioning of the church. They must

- Ensure a strategy and objectives for fulfilling the vision and mission are in place and reviewed annually.
- Collectively, establish governance for the church in the form of approved policies and higher-level procedures.
- The Sr. Minister, as a Board member, participates in the development of policy like all other Board members. After policy approval by majority vote, the Sr. Minister is accountable for carrying out the policy as approved.

Any references to being a "Policy Board" is simply a reference to Carver's Policy Governance model and does not officially apply to Unity of Bellevue except that the authority of the Board is in policy creation for the governance of Unity of Bellevue and that the operations of the daily operations of the church are under one role, the Sr. Minister. Board members should refer to the Board as the Board of Trustees.

The Unity of Bellevue Board is a continuum with policy documents providing standardization of operations. If Board function changes so should the policy be updated and formally approved.

5.0 BOARD ROLES

5.1 **Member Accountabilities.** See policy manual section 9.4.

5.2 **Individual Roles.** Each Board member shall execute their role in accordance with the following:

- a) Board Member and Officer job descriptions.
- b) Unity of Bellevue Bylaws and Policy Manual including all handbooks and attachments referenced therein.
- c) The Ten Commitments of Board Service as defined by the UWM video throughout their term of service. [https://rise.articulate.com/share/MZ1qppVngmzKUps - bKg1e1fyOfdGviO#/](https://rise.articulate.com/share/MZ1qppVngmzKUps-bKg1e1fyOfdGviO#/). Once link is opened select “start course”.
- d) Voting in accordance with the vision and mission rather than to represent individual member views.
- e) Regularly attend Board activities: regular monthly meeting, special meeting, retreats, training events, and informal dinner discussions as applicable.
- f) Regularly attend (minimum 75% in-person) Celebration Services and demonstrate understanding of Unity principles and teachings.

5.3 **Collective Role.** The following are the primary collective responsibilities of the Board of Trustees:

- a) Minister Employment. Accountable for employment actions (hiring, performance review, separation) and overall performance of the Sr. Minister. To meet this end the Board conducts a performance evaluation at least annually in accordance with policy requirements.
- b) Ministry Governance. Administer creation and implementation of policy to include observance, interpretation, and evaluation of how effectively the policy is being carried out.
- c) Stewardship. Be a Financial Steward through voice, demonstration, and monitoring of UOB status which includes annual budget approval and tithing committee oversight. Under the auspices of stewardship the Board also oversees physical changes to property (as defined in policy manual section 3.1.2).
- d) Demonstration. Be accountable for collective demonstration of Christ consciousness inside and outside of Board meetings within the community.
- e) Strategic Planning. Creating plans for the future which involves organizational assessment and attention to the vision and mission.
- f) Honest Appraisal. Conduct Board self-assessment annually (see section 10.3) and obtain feedback from the Congregation in the form of an annual survey.
- g) Committee Oversight. Formation and disbanding is defined in the Unity of Bellevue Bylaws. All committees are considered under the general direction and oversight of the Board through the Board Advisor and/or President (in lieu of Board Advisor). A Board member may be both Committee Lead and Board Advisor.

5.4 **Officers.** As stated in the larger policy manual, “To operate as a non-profit in the state of Washington the organization must have a Board of Trustees or Directors which includes a President, Treasurer, and Secretary. The role of Vice-President is optional for registered non-profit status. One person can hold multiple roles but cannot hold the role of President and Secretary at the same time.” Officer responsibilities are defined by job description.

5.5 Minister. The Minister fills the role of Administrative Trustee on the Board and, as such, administers the daily operations of the church, including staff supervision in accordance with all governance documents (bylaws, policy manual, and all inclusions and references therein). Minister is a member of the Board but does not lead the Board. Details of Board of Trustee accountabilities associated with the Minister's employment are in the policy manual section 9.5.

5.6 President's Role with Minister. The President, as Leader of the Board, and the Minister, as Administrative Trustee may meet and discuss church operations outside of Board meetings. In this capacity, the President acts as the Board Representative and has the authority to make guidance type decisions outside of a Board meeting. Employment actions and physical changes to the property require full Board review.

6.0 CONDUCT. Board members are expected to understand and demonstrate Christ Consciousness, display ethical behavior avoiding gossip and triangulation, and also be conversant in the governance of the church by intimately knowing the bylaws and policy manual, as well as, all references and attachments.

6.1 Ten Commitments of Board Service. All Board members should be familiar with the UWM Ten Commitments of Board Service.

URL: https://rise.articulate.com/share/MZ1qppVngmzKUps_-bKg1e1fyOfdGviO#/.

Instructions: Select this URL then "start course".

Time markers:

- (0:32) #1 Attend regularly – Be present and ready to serve
- (1:40) #2 Keep records in good order
- (2:40) #3 Bylaws – Read, understand
- (3:20) #4 Keep informed keeping in mind the Board serves the vision / mission, not the membership
- (4:00) #5 Be confidential with Board business
- (4:57) #6 Abide by the Code of Ethics
- (5:28) #7 "First Team" – Regardless of volunteer commitments, Board service always take preference
- (6:36) #8 "One Voice" – All Board members say the same thing outside the Boardroom – One Position
- (7:30) #9 Continued spiritual growth
- (8:35) #10 Financial support

6.2 Community Representation. Board members are not representatives of the community in terms of what a congregant may want. Board members are to serve the vision and mission rather than individual congregant's view or opinion. If approached by an individual congregant to bring forth a topic to the Board the proper response is to defer the individual to the Sr. Minister if it involves ministry operations or to the Board President should they wish to address the Board as a whole. The Board Member receiving the information is not to act as representative for any one congregant.

6.3 Transparency. The Board collectively is accountable for transparency of operations but members are prohibited from disclosure of confidential or closed meeting information. Generally, what is said in an open Board meeting should not be discussed outside of the Board meeting unless through formal channels for community disclosure such as Q&A Sunday.

6.4 Honest Self-Assessment. Each Board member is accountable for their own behavior and for being aligned with governance documentation requirements.

6.5 Nomination Committee Interface. Any information received by an individual Board member relative to a potential application needs to be passed along to the Nomination Committee. Specifically, the Board Advisor.

7.0 PLACE IN THE MINISTRY.

7.1 Organization Chart. The Unity of Bellevue organization is available and posted for reference (see section 10.6-1).

- a) The Board, collectively, is accountable for how the ministry functions through policy development and annual planning.
- b) The ministry is structured into four areas: 1) staff, 2) Celebration Service Support Teams, 3) Ministries, 4) Committees.
- c) The Sr. Minister is in charge of Celebration Service Support Teams and Ministry groups while the Board is in charge of committees through the President and/or Board Advisor's oversight.

7.2 Committee Formation and Oversight. Committees are under the Board's auspices.

- a) In accordance with the bylaws, committees must be officially formed and officially disbanded work is complete.
- b) Formation is by appointment of the President with Board ratification.
- c) Committees cannot be formed without defined scope and an identified Lead.
- d) A Board Advisor is assigned to each committee to ensure the committee stays within the scope for which it was formed and operates in accordance with Christ consciousness.

7.3 Sr. Minister. Celebration Service Support Teams, ministry groups, and staff are under the Sr. Minister's auspices as Administrative Trustee.

- a) The Sr. Minister is in charge of all aspects of and ministry daily operations in accordance with bylaws and policy manual requirements. This includes volunteer coordination and recruitment.
- b) Board members other than the Minister should defer all congregant questions about Celebration Service, ministry groups, Unity of Bellevue programs (music, youth, etc), and daily operations to the Sr. Minister or, if there is an issue about the Minister, to the Board President.

7.4 Staff. Board members, other than the Minister, are not to direct staff work or make special requests of staff directly. Requests for ad hoc staff support needs to be approved by the Sr. Minister. If there is a Sr. Minister employed, the President may make requests directly of the Center Administrator to support the annual membership meeting. In the event of a Sr. Minister vacancy all staff report to the Center Administrator who, in turn, reports to the President.

7.5 First Team. In accordance with UWM's Ten Commitments of Board Service Board members are to ensure that Board service comes first amongst all other volunteer activities.

8.0 FUNCTIONAL OPERATIONS

8.1 Board Meetings

8.1.1 Meeting Types. Board meetings are administered by the Board President and may be one of the following types:

- a) *Monthly.* Takes place once per month. Unity of Bellevue non-board members may silently observe Board meetings at any time but must prior arrangements in accordance with the bylaws to address the Board during a meeting.
- b) *Special.* Board members only. Meetings called by the President and held for a specific purpose outside of a regular monthly meeting.
- c) *Executive.* Officers only. Reserved for critical or emergent issues which must be addressed before the next Board meeting. An executive session may be requested by any officer with President's agreement.
- c) *Closed.* Board members only. Required for confidential topics such as staffing changes, salary changes, employment actions, or any other confidential issue or may be called discretionally by the President. The Minister shall attend closed meetings, as would any Board member, except those which are intended to review or discuss Minister performance or Ministerial candidate.
- e) *Retreats.* Board Members only. Conducted once or twice a year to review organizational strategy and/or Board function (total 2 days per year). Summary results of retreats may be shared with membership at the discretion of the President (who will assess confidentiality aspects).
- f) *Annual membership.* Full Membership. Annually, the Board will host and President reside over an annual membership meeting. Includes election of new Board members, bylaws revision voting, financial report, operations report.

8.1.2 Scheduling. Regular monthly meetings are scheduled regularly but can be adjusted if needed. The President is accountable for scheduling Special meetings but may delegate the function. It is critical for good Board function that all Board members make Board service their #1 priority amongst other Sacred Service obligations. The UWM 10 Commitments of Board service call this "First Team".

8.1.3 Structure. All meetings shall be conducted in accordance with Roberts Rules of Order (RRO).

- a) *What is RRO.* Per Unity of Bellevue bylaws all Board meetings must be conducted in accordance with Roberts' Rules of Order. Must be the book, not an online reference.
- b) *Legitimacy.* Per Roberts' Rules of Order a Board meeting cannot be called without the presence of the President (or Vice President) and the Secretary (or delegate).
- c) *What is a quorum.* A quorum, as defined by Unity of Bellevue Bylaws is 2/3 majority. A quorum is needed in order to vote on anything.
- d) *Majority rule.* Within the quorum the majority (51%) would pass the vote.
- e) *Parliamentary Procedures.* All voting shall comply with parliamentary procedures based on Roberts Rules of Order. Script for officer election (see 12.0 Attachment E). Script for voting (see section 12.0).

8.1.4 Core Policies. All Board meetings shall be conducted in accordance with the following:

- a) *Agenda.* The President shall create the agenda and execute a process which allows all Board members an opportunity to input into the agenda before it's finalized. Regular Board meetings will include a Minister's report and a Treasurer's report. Additional topics may be associated with the mission, committee updates, policy review, strategic planning or review, financial topics, or legal interests of the church.
- b) *Preparation.* Before the meeting all board members shall do the following:
 - Send the Board President agenda topics at least seven days prior to the meeting.
 - Read and understand the minutes, all reports, and any other handouts sent prior to the meeting for review.
- c) *Facilitation.* The President shall preside over all Board meetings ensuring that the meeting starts on time, ends on time, and conducted professionally with a business tone. The following applies to meeting execution:
 - If the subject isn't on the agenda, it should not be discussed.
 - If the subject doesn't make the cut off, add it to the next meeting's agenda.
 - Use Roberts Rules of Order (RRO) and parliamentary scripts attached to this document for voting procedures. When referencing RRO the source must be a written copy of the book, not on-line interpretations or references.
- d) *Decisions.* Wisdom evolves from the resolution of differing viewpoints. In this context, respectfully presented differing viewpoints are encouraged until a consensus is reached and a Board decision is made.
- e) *Voting.* Process shall comply with RRO and Parliamentary structure (see section 8.1.3). Only Board members may be heard in the vote. A vote can have one of three outcomes:
 - Approved (as is)
 - Approved Conditionally (approved with conditional updates)
 - Rejected
- f) *Absentee Vote.* If a Board member plans to miss a meeting and a need for vote is known they may submit their vote in writing to the President prior to the meeting
- g) *Visitors.* Unity of Bellevue Board of Trustees monthly Board meetings shall be generally open with limited participation by non-board members. These policies apply:
 - Meeting day and time to be publicized.
 - Non-Board members who wish to observe only need show up at the time of the meeting. No prearrangement is needed.
 - Non-Board members who wish to address the Board shall make pre-arrangements by contacting the President to get time on the agenda prior to the Board meeting. They may speak to any issue for up to three (3) minutes OR by invitation of the President.
- i) *Minister Performance Meetings.* The Minister shall be notified of and attend all meetings, except those having to do with his/hers own employment, compensation, award, or that of the Minister's successor.

8.1.5 Discussion and Decision Guidance. All discussion and decision making shall be guided by the following:

- UOB Bylaws
- UOB Policy Manual (including attachments)
- Previous Board Minutes
- State and Federal employment law as it applies to 501(c) status
- Rulings, applicable to this ministry, of the Washington State Department of Revenue

- Board of Trustees' Agreements – Outlines meeting structure, Board Member meeting conduct, and what is allowable content for e-mail outside of a board meeting. All discussion and explanation is to be in the Board meeting and E-mail is not a substitute for a Board meeting.

8.1.6 Meeting Minutes. Board meeting minutes shall comply with the following policy statements:

- a) Minutes shall be made available to membership in a pre-determined location in the facility.
- b) Closed meeting minutes are maintained by the Board Secretary but are not published publicly.
- c) Minutes shall be approved as follows:
 - Secretary records the minutes in accordance with Roberts Rules of Order focusing on recording only actions, decisions, and enough of the discussion to ensure the historical record is clear providing justification for actions/decisions. Full discussion and content of everything said is not included.
 - Secretary sends the minutes, via e-mail, to all Board members with a deadline for when comments should be returned (typically 3-4 days).
 - Board members review the minutes.
 - Each Board member individually responds, copying all other Board members with a) acceptance as is, b) acceptance contingent on updates (includes commentary to explain what's needed for the update), or c) rejection.
 - If a Board member does not respond by the Secretary's deadline then they are, by default, accepting the minutes as-is.
 - Secretary updates the minutes based on Board commentary then sends a preliminary version of the regular Board meeting minutes to the Center Administrator so they can be made available for the membership. Closed meeting minutes are not provided to membership but are retained within Board records.
 - Secretary sends the final copy of the minutes to the President for inclusion in the next Board meeting's handouts.
 - At the following Board meeting the final version of the minutes are formally approved.

8.1.7 Board Records. Shall be safeguarded and maintained by the Board of Trustees' Secretary or their delegate. The President shall have ready access to all Board Records. Access to financial records pertaining to contributions shall be limited to the Minister, Treasurer, and/or other designee. The combination to the safe will be given to the Minister and Treasurer, or other designee.

8.2 Q&A Sunday. Once a month the Board holds a Q&A session for the church. All congregants may participate. The intent is to be transparent about Board operations. The President (or delegate) may author a handout to provide to the community. If a handout is created it must be given to the Center Administrator 1-2 days before the service so that it can be given to on-line participants. The Board is collectively accountable for ensuring follow-up with Community members for items posed on Q&A Sunday.

8.3 Offering Steward. The procedure for conducting the Offering Steward role may be found in section 12.0, Attachment G.

8.4 Budget. The Board is accountable to collectively formulate an annual budget; a process that the Treasurer administers. After approval, the Sr. Minister is to manage operations in accordance with the approved budget.

8.4.1 Development Process. The following process and timeline are to be used for budget formulation.

- a) Sept timeframe – The Treasurer and Sr. Minister collaborate to create a Draft A budget. During this time Treasurer may request input from Board members.
- b) Oct Board meeting – The Treasurer presents a Draft B budget includes all Board member input initially gathered. In the Oct Board meeting members provide any additional feedback.
- c) Nov Board meeting – Draft C budget. This is the final draft budget that will be approved in Dec.
- d) Dec Board meeting – Budget approved. Any changes from what is presented in Dec would elicit a “conditional approval”. Meaning, approved but with conditions listed.

8.4.2 Staff Compensation. The policy for reviewing and progressing compensation, within range, is as follows:

- Each job description shall have a predefined salary range associated with it and record of such shall be maintained in the Ministry payroll files.
- Up to 20% of range is at Sr. Minister discretion worked into budget, reviewed annually.
- Unity of Bellevue does not offer regular wage rate increases.
- Employee requests for wage rate increases may or may not be approved depending on a variety of factors.
- A wage rate increase requires full board approval.
- UOB Board of Trustees shall conduct a market analysis at least every 3 years (using same sources as the last review if possible) in the timeframe of Sept/Oct so as to have accurate information for progressive increases before the draft budget is finalized.
- Performance increases are not guaranteed. If given, they shall be based on the following:
 - “exceeds requirements” = \$.50/hour (\$1040/yr - roughly 2%),
 - “meeting requirements” = \$.25/hour (\$520 - roughly 1%) and
 - “below requirements” = \$0.00
- All increases are dependent on financial feasibility in the year of consideration and must be reviewed with a collective mindset of a long term increase.

8.4.3 Approved Budget. The approved budget is administered by the Sr Minister so any outlay, within budgeted amounts, simply needs Sr. Minister approval – No Board notification or approval required.

8.4.4 Over Budget Spending. If there isn’t enough in the approved operational budget then the Sr. Minister would request whatever is needed beyond budget from the Board. In that case, a Board approval (by vote) is needed.

8.4.5 Capital Funds. Any use of Capital funds requires Board approval.

- 8.5 Annual Functional Assessment.** Between Jan 1 and the annual meeting, which typically occurs in late February or early March, the Board shall conduct an honest assessment of his operations. The instructions for doing the assessment can be found on the assessment form (see 12.0, Attachment F).
- 8.6 Community Surveys.** Surveys may be used to gather community data or perceptions. Regardless of why the survey is conducted the person's name who took the survey is to be treated as confidential and restricted to just the President and Center Administrator, not shared with the Board or community.
- 8.6.1 Board Assessment.** On an annual basis, coinciding with the annual functional assessment, a community survey is conducted to elicit information about how the Board is functioning. The process is facilitated by the President though collaboration with the Center Administrator for deployment. The survey questions should remain the same year to year.
- 8.7 Retreats.** The following describes the various types of retreats in the ministry along with details about the Board Retreat.
- 8.7.1 Ministry Retreat.** This retreat is open to the entire ministry and intended for fellowship and/or spiritual growth purposes.
- a) Accountability: Sr. Minister creates, administers, and facilitates. May involve music ministry staff and is generally over a weekend away from the Unity of Bellevue property.
 - b) Purpose: To promote spiritual growth and/or fellowship.
- 8.7.2 Board Retreat.** These are a business-based retreat conducted at least annually and which involves only Board members. Content shall be primarily focused on creating strategic direction for Unity of Bellevue with a secondary purpose of discussing Board function and may have spiritual exercise components which support greater spiritual awareness and ties between Board members.
- a) Accountability: Board of Trustee's President creates, administers, and facilitates. At the President's discretion may enlist input or assistance from other Board members.
 - b) Purpose:
 - Strategy. Develop or review Unity of Bellevue organizational strategy. At least annually the following must be addressed:
 - Strategic plan – update for the next year's operation
 - Review mission/values for needed update
 - Review committee charters
 - Board function. Spiritual activities or exercises,
 - c) The secondary purpose of a Board retreat is for open discussion on topics that may need more discussion than allowed during the monthly meeting.
 - d) Summary results may be shared with membership at the discretion of the President (who will retract confidentiality aspects).
- 8.8 Member On-Boarding and Exit.** Onboarding and exit of Board members is needed to ensure a smooth transition for both the member and the rest of the Board.

8.8.1 Onboarding. All new Board members shall go through an onboarding process.

- a) *Policy Expectation:* New Board members shall be expected to read the Bylaws, policy manual, and all handbooks. With a reasonable timeframe all new Board members shall be conversant in all aspects of the bylaws and policy manual.
- b) *Initial Onboarding:* Each new member shall meet with the Board President. See Section 10.03.1K for a sample agenda.
- c) *Board Buddy.* After the onboarding meeting with the President a Board Buddy will be assigned who is a longer-term member of the Board and available to the New Board member for their first 6-9 months.

8.8.2 Exit. The Board President will perform an exit interview, if possible, for each departing Board Member. Input will be shared with the rest of the Board, as appropriate, for improving Board function.

9.0 MINISTER EMPLOYMENT. The following outlines actions required for Minister vacancies, performance evaluation, and release.

9.1 Minister Vacancy. The following policies apply during times of ministerial transition:

- a) Initial Action.
 - The Board of Trustees' President shall notify the UWM Member Support Team of the vacancy within seven days, hold a Board meeting to form a Ministerial Search committee, and upon formation will provide the Ministerial Search committee Lead with UWM contacts and information about the search process.
- b) Administration. During transition between Ministers
 - The Board of Trustees' President shall oversee operational administration and bring any need for employment action (recruitment, hiring, release, etc.) before the Board for consensus prior to action being taken.
 - The Center Administrator shall functionally report to the Board of Trustees' President (even if an Interim Minister is hired), oversee all 1099 service contractors, and act as direct supervisor to all W2 staff throughout the transition.
- c) Application. The Ministerial Search committee shall
 - Complete a UWM Minister vacancy form without delay. The process may require community visioning, prayer, and time for discernment. All should be completed within 45 days.
 - Forward the completed vacancy application to the Board President who will, in turn, facilitate a Board review then send to UWM for posting.
- d) Recruitment.
 - The Ministerial committee shall find candidates, interview them, and complete a standardized scoresheet for each candidate. Those found to be acceptable shall be forwarded to the Board, by the Ministerial Search Committee Chair, along with 1) resume, 2) interview recording, 3) copy of scoresheets (individual or summarized), 4) any Ministerial Search Committee comments.
 - The Board of Trustees shall conduct a separate panel interview of each candidate received.
 - The Ministerial Search Committee shall remain active until a new Sr. Minister is hired and offer accepted.

9.2 Sr. Minister Employment. The Minister is hired on a contract basis.

9.2.1 Sr. Minister Contract. The Sr. Minister shall be as per the Unity of Bellevue Sr. Minister Contract template (see section 10.05C-4)

9.2.2 Manse Info and Definition. The following references can be used to learn more about Manse.

- a) This is info from the IRS website directed toward the Minister making the request but will give you the gist:
<https://www.irs.gov/faqs/interest-dividends-other-types-of-income/ministers-compensation-housing-allowance/ministers-compensation-housing-allowance>.
- b) IRS does everything by publication. In this case pub 517 covers it.
<https://www.irs.gov/pub/irs-pdf/p517.pdf>
- c) If you do any research on this the allowance may also be referred to as “personage allowance”.
 - Here’s a short article explaining the basics:
<https://www.tylerlawllp.com/blog-posts/understanding-the-ministers-housing-allowance>
 - Here’s an interesting and comprehensive, albeit a bit dated (2015), article about Minister tax implications:
<https://www.thetaxadviser.com/issues/2015/jun/campbell-june2015.html>

9.2.3 Annual Manse Update Process

- a) On an annual basis the Sr. Minister submits a documented request to the Board for a Manse allowance update.
 - Timing – Should be submitted to Board by EOM Nov so that it can be included in the final budget approval in Dec.
 - Content – The letter from the Sr. Minister needs to designate the year they are requesting manse for and the \$ amount requested to be allocated to manse.
- b) The Board votes on the manse amount (Nov Board meeting)
- c) The Board Secretary creates an award letter response to the Minister.
 - On letterhead
 - Brief. Acknowledges year of applicability, amount, and that the Board voted, the date of vote, and outcome of vote.
- d) The completed letter is sent to the following:
 - Minister via e-mail before Dec 31. Copied to Officers.
 - Center Administrator asking to forward to Bookkeeper no later than Dec 31.

9.3 Sr. Minister Performance Review. A formal performance review of the Minister’s performance shall be conducted by the Board of Trustees on at least an annual basis. Details of how to conduct the review is contained in the Board of Trustees handbook.

- a) *Process.* The Board of Trustees President shall document the review and conduct delivery in accordance with requirements for all reviews (see section 10.5). Delivery shall be conducted by the President and one other Board member.
- b) *Unfavorable review.* In the event of an unfavorable review, the Board will work with the Minister to define a plan of improvement, addressing the perceived areas of deficiency and scheduling more frequent periodic reviews to assess progress.

- c) *Ministry Skills and Peace Process.* In the event that the minister is unable or unwilling to take appropriate corrective action, as agreed upon with the Board, or if a conflict should arise between the Board and the Minister on this issue, either party may request the intervention of the Ministry Skills and Peace Process, or the current equivalent as provided by Unity Worldwide Ministries.
- d) *Separation.* If none of the above processes are successful in providing resolution and positive forward movement, and/or if the Board determines that it is in the best interests of the ministry as a whole that a change in leadership be initiated, the employment contract with the Minister may be terminated at any time by a two-thirds (not counting Minister) Board of Trustees majority vote. When such occurs Unity Worldwide Ministries shall be informed without delay that such action has been taken. Any termination shall take place with due regard to provisions stipulated within the Minister's contract of employment, but shall in no way mitigate or in any other way alter the Board's right to act with the authority granted it under the current bylaws.

10.0 STRATEGIC PLANNING. The Board, collectively is accountable for an annual strategic plan with focus on attainment of vision through means described in the mission using core values and strategies.

10.1 What is a strategic plan. A strategic plan is a document which defines organizational direction. It includes objectives, goals, and what it will take to achieve them. All of which is intended to create agreement about the path toward the vision. A strategic plan incorporates the core values and focuses on attracting a defined audience for growth of Unity of Bellevue.

It is helpful, periodically to conduct a SWOT analysis (if not familiar you can google this). This consists of looking at strengths (internal), weaknesses (internal), opportunities (external), and threats (external). It is not necessary to do a SWOT every year but it should be done periodically to assess how the church is interacting with the external environment, what strengths can be leveraged, and what new risks or weaknesses may exist.

1. **Vision:** An aspirational description of what the organization wants to achieve in the future.
2. **Mission:** How the organization plans to achieve its vision.
3. **SWOT analysis:** Evaluating the competitive environment, opportunities, and threats.
4. **Core values:** The fundamental beliefs and principles that guide the organization.
5. **Goals and objectives:** Specific targets to work towards.
6. **Action plans:** Detailed steps to implement the strategy.

10.2 Defining tactics. After SWOT or anecdotal analysis is completed, and a high-level plan developed, it's important to discuss what specific actions are required for the plan to be achieved. The tactics should be easily tied each element of the strategy. For each action, a responsible individual's name should be assigned and an expected due date.

10.3 Messaging to the community and staff. As soon as possible after the strategic plan is developed the community and staff must be made aware. This is generally done through a Q&A Sunday format but can be done in other ways if all Board members agree.

11.0 ANNUAL MEETING. Annually, the membership gathers for a business meeting.

11.1 Purpose. In this meeting is where bylaws changes are voted on, new members are elected, and a general business update provided to the membership.

11.2 Preparation. Leading up to the meeting the President does the following:

- a) Ensures that members have been polled (by the Center Administrator) for confirmation of membership in accordance with timeline found in the Bylaws.
- b) Ensures that a process has taken place to give membership opportunity to review bylaws changes.
- c) Coordinates with the Center Administrator to ensure that new Board Member Nominees have created bios and have pictures (these are both included in the letter to members)
- d) Writes a letter to membership announcing the Nominees
- e) Coordinates the mailing of the meeting notice with the Center Administration in accordance with the timeline specified in the bylaws.
- f) Compiles the presentation deck to be used in the meeting with inputs from the Sr. Minister and Treasurer.

11.3 Presentation. The Sr. Minister, Treasurer, and President all give presentations in the meeting. All information is compiled into a power Point deck by the President in advance of the meeting. The presentation must be provided to the Center Administrator 3-4 days ahead of the meeting.

11.4 Facilitation. The President presides over the meeting and ensures that all actions are taken care of leading up to it. For details of actions refer to the Board excel sheet calendar.

11.5 Script. Once the presentation is complete the President will update the meeting script which is used to preside over the meeting and ensure that RRO is followed.

12.0 ATTACHMENTS. The following attachments are available for use as needed and may be found on the Governance page of the Unity of Bellevue website under the Board Handbook area:

- A – WA State Charity and Nonprofit Board Service Guide
- B – Board of Trustees’ Annual Calendar & Timeline Calculator (only the At-A-Glance portion is published on UOB website)
- C – Board of Trustees’ Self-Assessment Process
- D – Reserve Study

The following are retained in the Board files but not published on UOB website:

- E – Offering Count Procedure
- F – Board of Trustees’ Agreements
- G – Agenda for Onboarding New Board Members
- H – Guideline for a 90-minute Board Meeting
- I – Parliamentary Procedures At-A-Glance
- J – Parliamentary Script – Officer Elections
- K – Annual Board Meeting Script – Example (not published, maintained only in Board records)
- L – Breeze Instructions, Board Member sign up