

**ALMADEN VALLEY UNITED CHURCH OF CHRIST
POLICIES AND PROCEDURES MANUAL**



The ministry of the Almaden Valley United Church of Christ is to practice and profess the love of Christ.

WE STRIVE

- * To be a Christian community growing in spirit, faith and knowledge;
- * To welcome all those who wish to share in this ministry;
- * To be a caring congregation, actively reaching out to those in need;
- * To enable this community to love, support and nurture ourselves and others

All this because of God's love for us.

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Why This Manual?

- ✓ A church needs a policy and procedures manual to provide orientation for Church Council members and any others who need it. To provide a record of what has gone before and to answer the constant question, "How do *we do that?*" To preserve good ideas about how to do things. To prevent the constant re-invention of the wheel.

What is a policy?

- ✓ A policy is a principle or broad guideline about an area of activity. For example, a statement that the Stewardship Committee shall operate on a year-round basis to educate the congregation in the broader meaning of "stewardship" is a statement of policy.

What is a procedure?

- ✓ A procedure specifies how a policy or other activity will be carried out. A description of the make-up and terms of office of the Stewardship Committee is a procedure designed to implement the above policy. Sometimes policy and procedure are combined into one statement.

Who determines the policies?

- ✓ In our denomination the congregation has that right. However, like so much other day-to-day business, that responsibility is delegated to the Church Council. All policies have to be consistent with the By-Laws. The Council can pass, delete, and amend policies by majority vote. Actually that is what has been happening all along. The only difference now is that we have a place in which to centralize and record policies in an orderly fashion. Minutes of meetings are not indexed, and who looks at old minutes just to find out if the church ever had a policy about something?

Who determines the procedures?

- ✓ That depends on the kinds of procedures. In the case of committees, most know their needs and problems and can best work out their own procedures. Of course, not all committee procedures need Council approval, just those which the committee or Council feels belong in this manual. In other cases, e.g., handling financial matters, procedures will be suggested by the By-Laws and Procedures Committee or by a Council member. As with policies, any procedures brought to the Council are decided by majority vote.

Is there anyone else who can decide our policies and procedures?

- ✓ Yes, but it is not a person. It is the Law. See the next section.

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THE LAW

As a non-profit religious institution, we must follow state laws and court decisions about our standards of conduct. While it is highly unlikely that the state Attorney General's office will ever demand to audit our books (which, in effect, would really be an audit of everything we do), such audits have been known to occur, usually upon complaint by someone with a grudge. However, even if we feel safe from outside scrutiny and don't want to get tangled up in legalisms and bureaucratic procedures, it doesn't hurt to do things "by the book," keeping that "book" as simple as possible. Yes, we are a church, not a business; but because we are a church, we have an even greater ethical obligation to keep our activities in lawful order.

The Church Council, as a body, is responsible for conducting the church's financial operations for the good of the Church. The Council must operate under what is known in the law as a "strict standard of care." What that means is that decisions must be made carefully and that each Council member is responsible for knowing the facts and possible consequences of those decisions. The test of any decision is whether or not it would be to the advantage of, or at least harmless to, the Church. All of that means asking questions, even if you think they're stupid. The only stupid question is the unasked one!

Moreover, if a Council member has doubts or questions about an issue or expenditure and doesn't raise them, he/she has violated the strict standard, as well as the trust placed in him/her by the congregation. All of our Church Councils, of course, have tried to conduct business responsibly and conscientiously. However, in churches people feel they must always be "nice" and avoid making waves. The law requires you to make waves if you feel the situation merits it.

The strict standard of care applies not only to all decisions about church business and operations, but also to our procedures for handling and keeping track of church monies. Such procedures are called "internal controls" or "financial controls," and some of those controls are already built into our By-Laws. For example, it is always good procedure to ensure that the people receiving money are not the same as those paying it out. Thus, our Pledge Recorder receives and records money, and the Treasurer pays it out. The requirements for bonding and audits are other controls. These procedures are designed not only to protect church money from theft or careless handling, but also to establish what is known as a clear "paper trail," i.e., anyone should be able to determine easily how much money the church has received and how much it has spent, as well as a way to track on what it was spent.

Much of the above will be familiar to many readers. We are used to it in business and professional life. Some people get uneasy when such standards are applied to church life. After all, this is a church; and we can trust one another absolutely, but lead us not into temptation.

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All these standards and procedures are another way of saying that we are obligated to be good stewards of the church's resources. There are other legal requirements, among them are issues regarding conflict of interest. A Council member cannot have a business relationship with the church unless he/she can prove it would not harm the church in some way, for example, result in financial disadvantage.

Let's say that Mr. Shakes, who owns a roofing company, sits on the Council, and the Church needs a new roof. He says he'd be glad to do the job, and the Council would naturally rather pay one of its own members instead of a stranger. In most cases this would be all right, but suppose you know that Shakes does sloppy work (meaning the Church would have to pay for unnecessary repairs later) or that he charges high rates.

You don't want to say this outright because you like Shakes, who sings in the choir and pledges generously every year. Because you know the law, you have an out.

You can say that you don't want Shakes to put himself into a conflict of interest situation and that the Council should put the contract out for bids.

Here's another conflict of interest requirement: a Council member who has a financial interest in a matter before the Council has to disclose that and then has to refrain from discussing and voting on that matter. Let's say that the church has some spare money and is considering investing in the ABC Land Development Company. Council member, Reel. S. Tate, is a silent partner in ABC. He must tell that to the Council even though the investment would be good for the church. If he didn't, not only would he be violating the law, but also he would be acting unethically and dishonestly with his fellow church members.

Finally, there's another legal requirement: our Annual Meeting isn't required just by tradition or our denomination; law requires it.

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How to Be a Council Member (or what have you gotten yourself into?)

Church people perennially complain about Church Council meetings that are too long and seem filled with trivial detail. There are some common-sense ways to at least mitigate, if not totally avoid those problems.

The first way is for each member to know his/her job and latitude for making decisions. One obvious route to this knowledge is by conferring with your predecessor(s). If that leaves you with unanswered questions, go to his/her predecessor, the Moderator and/or the minister. Discussing your job with the Moderator is a good idea in any case, since the two of you can come to agreement about what is up to you and your committee to decide and what should go before the Council. Frequently, a lot of meeting time is taken up with matters that really could and should be decided in committee. Those decisions can then be reported to Council, if they merit a report. At the very least, committees should discuss issues and come up with recommendations for Council action. The Council shouldn't have to plow through details that are a committee's job to decide.

The Moderator is in charge of the agenda, and it is up to you to inform him/her well ahead of time if you want an item on it. In turn, if he/she wants you to make a report, you should be informed well ahead of time and the content of the report discussed. This kind of consultation will help keep meetings shorter and their content appropriate. The idea is to balance the need for keeping everyone informed against the need to keep everyone interested and awake.

Besides doing your job and going to Council meetings, you have other responsibilities. As a Council member you are a leader of the church. Leadership requires that you be visible at worship and other functions, that you are open and informed about what is happening in your program area and at Council, and that you listen when people have questions or complaints. If you hear complaints or see problems that you consider serious, you should inform the Moderator and the minister. If you hear rumors about church business that are disturbing, you should try to track down their source and then inform the Moderator and minister. If you hear a rumor that is false, you should correct it right away and request your informant to communicate that correction back to his/her informant.

Does all the above seem so obvious that you're wondering why it was included here? You'd be surprised how often these obvious things aren't done!

Following are church policies as approved to date. You are responsible for knowing them and seeing that they are followed, as well as for suggesting new policies, amendments or deletions that you feel are warranted.

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PLANNING TIME LINE FOR THE CHURCH COUNCIL

MONTHLY

- Moderator prepares Council agenda (usually after consultation with Minister).
- Moderator circulates agenda to Council Members in advance. Council Members prepare written reports in advance of Council meeting for distribution by time of Council meeting.
- Treasurer prepares monthly report for distribution at Council meeting each month.

JANUARY

- Council approves final version of annual budget.
- Moderator appoints new members of PRC, LRPC, By-Laws Committee, Audit Team, and Music Committee and fills outstanding vacancies.
- Council approves Moderator's appointments and Director of Stewardship's nominee(s) for Pledge Recorder.
- Council holds Annual Planning Retreat at which the following may occur:
 - ✓ Schedule calendar for the year.
 - ✓ Schedule the Semi-Annual and Annual Meeting dates.
 - ✓ Council goal setting and/or goal implementation plans are reviewed.
 - ✓ Goals review scheduled for the year.
 - ✓ Annual reports are consolidated and mailed to the congregation with copy of final income/expense plan.
 - ✓ Prior year's Treasurer has books ready for the Audit Team.
 - ✓ Audit of prior year books is performed.

FEBRUARY

- The Audit Team presents prior year audit to the Council.
- Vice-Moderator announces Conference Annual Meeting date/Registration begins.

MARCH

APRIL

- Council reviews progress on implementation of plans made at Annual Planning Retreat.
- Vice-Moderator ensures that information regarding the Conference Annual Meeting is publicized (KALOS, bulletins, bulletin board, meetings, mailings), including issues to be discussed.

MAY

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- NCNC Annual Meeting at Asilomar, 3rd Thursday through Sunday

JUNE

- Council may review calendar for remainder of the year.
- Council requests that all Directors/Chairpersons, including PRC, start work on budget requests, which are due by August 1.
- Moderator participates in Confirmation Service.

JULY

AUGUST

- Audit Team reports on mid-year review of books.
- Moderator sees that Nominating Committee starts work.
- Budget preparation begins (Director of Stewardship, Treasurer, Moderator and Vice-Moderator).
- Announce Annual Meeting date in September KALOS.

SEPTEMBER

- Moderator sees that Nominating Committee is finalizing their work.
- Council approves proposed budget for the following year for presentation to the congregation.
- Council hears PRC Chairperson's step-by-step presentation of the Minister's compensation package.
- Annual Meeting packet is prepared for mailing to arrive in homes two weeks prior to Annual Meeting, including:
 - ✓ notice of Annual Meeting
 - ✓ list of nominees
 - ✓ proposed budget
 - ✓ proposed By-Laws revisions
 - ✓ other proposed actions or business items
- Post notice of Annual Meeting and list of nominees two weeks prior to Annual Meeting.
- Place Annual Meeting notice in October KALOS.
- Recorder and Membership Chair review membership records for report to the Annual Meeting.

OCTOBER

- Announce Annual Meeting at two Sunday worship services prior to Annual Meeting.

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- Council reviews progress on implementation of plans made at Annual Planning Retreat.
- Council reviews calendar for new year (January to June).
- Council sets January Annual Planning Retreat date/place.
- (or early November) Annual Meeting of the Congregation is held, at which the following may occur:
 - ✓ Proposed budget is presented (usually by the Director of Stewardship)
 - ✓ Treasurer summarizes financial picture as background to proposed budget
 - ✓ PRC Chairperson is ready to explain Minister's compensation package
 - ✓ Elections
 - ✓ By-Laws revisions voted upon
 - ✓ Minister's annual report
 - ✓ Moderator's annual report (optional)
 - ✓ Vice-Moderator's projections for coming year (optional)
 - ✓ Long Range Planning Committee report (optional)
 - ✓ Recorder's membership report
 - ✓ Necrology (as part of minutes)
 - ✓ Other business to be voted upon

NOVEMBER

- Announce due date of Annual Reports to Council Members, et al.
- Council receives Membership Committee report on inactive members for action.
- Send invitations to new Council members to attend December Council meeting.
- Moderator-elect considers persons to be appointed to PRC, LRPC, By-Laws Committee, Audit Team, Music Committee and vacancies.
- Stewardship drive is conducted.
- Hand out Procedures manuals to new Council Members.
- Time and Talent Card information is distributed to Council Members-elect.
- Committee Directors/Chairpersons begin recruiting Committee members.

DECEMBER

- Joint meeting of old and new Council members.
 - ✓ Sometimes this meeting includes annual reports and celebration
- Finalize Council Annual Planning Retreat plans.
- Annual Reports are due no later than December 31.

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FINANCIAL

Authorization for Expenditures

The Moderator, Vice-Moderator, Recorder, Treasurer, and Assistant Treasurer shall be authorized to sign checks for church expenditures.

A bill, receipt, or other written documentation must accompany requests for checks. Such documentation must be included in the Treasurer's records.

The Council must approve requests for funds not covered in a budget before a check can be issued.

Council members in charge of programs with budgets are responsible for monitoring expenditures and keeping them within budget limitations. The Treasurer cannot honor requests for expenditures until the appropriate program head approves them.

Expenditures that exceed budget limitations for any expense category must receive Council approval, and that approval, in written form, must be included in the Treasurer's records.

Requests by the Minister for funds or reimbursable of expenses not covered in the ministerial budget must be taken to the Pastoral Relations Committee, which will then recommend payment/non-payment to the Council.

Audits

It shall be the duty of the incoming Moderator to ensure that the previous year's financial records and books have been audited and that an audit report is made to the Council during the beginning of his/her term as Moderator.

An audit team shall be appointed by the Moderator to conduct annual audits of the church's books, financial records, and accounting procedures. The team shall be composed of one to two church members who do not sign checks, receive or pay out money, and who have not done so for at least two years prior to their term on the team. Members shall serve one-year terms. The team must complete its audit for the calendar year ending December 31 and make its report to the Council in either January or February.

The audit team shall include pledge records in its annual audit. In order to preserve confidentiality, it shall request the Stewardship Chairperson to conduct this part of the audit and submit a report to the team. The head of Stewardship shall select a random number of records to review, getting the permission of pledgers to verify the information contained in the records of the Pledge Recorder. This information shall include total

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amount pledged, amount redeemed at the time of the audit, and any other amounts donated to the church up to that time.

Receipt of Money

The Pledge Recorder shall count the cash received in the offering each Sunday. Any member of Council may request that an additional person be assigned to count with the Pledge Recorder. That additional person shall also verify the contents of sealed envelopes without seeing the names or amounts on checks and shall sign the report form for the Treasurer after it is filled out by the Pledge Recorder. It is recommended that this person be one of the ushers.

Donation of Stock

1. The stock sale is initiated by the donor's contacting the Pledge Recorder so that the necessary assignment forms can be completed to transfer ownership of the stock to the AVUCC. The Pledge Recorder will have all the necessary forms, and will issue a receipt indicating the date and number of shares donated for the donor's tax records.
2. The Pledge Recorder will initiate the sale of the stock within one week at the lowest available commission. A receipt statement will be sent to the donor indicating the net proceeds of the sale.
3. The Pledge Recorder will credit the net proceeds of the stock sale to the fund designated by the donor.

INSURANCE

Worker's Compensation Insurance, whether for paid employees or outside contractors, must cover persons who perform services for the church. The Moderator and Treasurer shall decide who shall implement this policy.

DESIGNATED FUNDS

As long as designated funds are administered by the AVUCC, the following shall apply:

1. The Treasurer shall receive and maintain written instructions as to the purpose and restrictions of all designated funds and shall not receive or expend such funds without written authorization, which must be maintained in the Treasurer's records.
2. Either a separate savings/checking account should be maintained for designated funds or fully accurate records maintained showing all transactions and allocations of interest income to each fund.
3. Information regarding all designated funds, their amounts and purposes, shall be communicated to the congregation twice a year, in the spring and at the Annual Meeting.

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TREASURER

At the end of each year the Treasurer shall file bank statements, check registers, cancelled checks, requests and authorizations for payments, bank deposit reports, bank reconciliations and financial statements in folders and put them in a box. A separate box shall be maintained for each year and disposed of after four years.

The Treasurer shall maintain and update a written procedures manual containing guidelines, job description and corresponding responsibilities and duties. This shall be passed on to the succeeding treasurer.

The Treasurer shall file required forms with the federal and state governments. These include a form 1099 for all payments of \$600 or more made to individuals and a State of California tax form 199, which is to be filed by May 15 of each year for the calendar year ending the previous December 31.

See above, "Authorization for Expenditures", for other material relating to the Treasurer's duties.

ASSISTANT TREASURER

The Assistant Treasurer shall provide the monthly report to Council if the Treasurer can not. The Assistant Treasurer shall learn all aspects of the Treasurer's responsibilities and required activities as he/she normally assumes the role of Treasurer on the Council the following year.

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Moderator

Note: See Planning Timeline for the Church Council

- As an officer of the church, heads up both Council and Executive body of the church.
- As a Council member, supervises programs and activities voted on or otherwise supported by the congregation.
- With the Council, acts on behalf of the congregation in all matters except those expressly prohibited or reserved to the congregation.
- With the Council, annually develops general objectives and overall plan for the coming year.
- With the Council and Minister, promotes the spiritual and temporal health and prosperity of the church.
- Schedules and plans for the Annual Planning Retreat for Council.
- Prepares Council agenda every month (in consultation with Minister).
- Circulates agenda to Council members in advance of the meeting.
- Makes appointments for new members of PRC, LRPC, By-Laws Committee, Audit Team, and fills outstanding vacancies with the assistance of the Nominating Committee, congregation, and with Council approval.
- Prepares monthly Moderator's Notes for the Kalos.
- Is aware of possible matters/reports to be brought to Council; work with those attending Council meeting regarding presentation procedures.
- Reviews budget and financial report every month.
- Participates in various church services, including welcoming new members, baptisms, and confirmation.
- Oversees the work of all committees, attends as an ex-officio member when possible.
- Prepares for, appropriately announces, and presides at Council meetings and both Semi-Annual and Annual meetings.
- Prepares an annual report and facilitates preparation of annual reports from each Council member.

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VICE MODERATOR

The Vice Moderator shall work with the Treasurer and the Director of Stewardship in preparing the following year's budget.

The Vice Moderator may be liaison between the Church Council and the Pastoral Relations Committee.

The Vice Moderator shall oversee personnel matters as set forth in the Personnel Policy below.

COUNCIL RECORDER

The Recorder performs the following duties:

- (a) The Council Recorder/Secretary shall keep the minutes of all Council Meetings including semi-annual Congregational meetings. These minutes once approved by Council will be available to all members of the Congregation upon request. If requested a copy will be posted in the social hall board.
- (b) Supported by the Office Administrator and in cooperation with the Pastor, maintains the register (record) of members of the church, current and past, with dates of reception into membership, of changes of status (to active or inactive membership) and of resignation, release or departure. Records shall include dates of baptisms, confirmations, marriages, and deaths. Whenever possible, records shall include current or most recently known addresses for those listed.
- (c) Provide reports to the church Council listing and summarizing (totaling) active members and inactive members. These reports form the basis for congregational meeting quorums.
- (d) As Secretary of the Corporation and on behalf of the Council, the Recorder prepares and sends formal church correspondence not accomplished elsewhere.
- (e) The Recorder issues or arranges for issuing letters of transfer and legal notices of meetings if required.

Working with the office staff and the Council, the Recorder arranges for safekeeping of Council and congregational meeting minutes, membership records, annual reports of committees, the By-Laws, church Policies and Procedures, and other significant church documents.

COUNCIL MEMBERS AT LARGE

The Council Members at Large shall provide an active link between the assigned committees and the Council. They provide a monthly summary report of the activities of the committees and bring the committee issues to the Council only if the committees can not resolve their issues at the committee level or if they feel it is necessary for Council

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action. As committee members leave the committees they should actively seek replacements along with the Council and the Nomination Committee.

COORDINATORS

From time to time as special needs arise the Council will appoint Coordinators to facilitate the spiritual and community needs of the church membership. These coordinators are the link from the membership to the Council to insure the church community interests are addressed.

Example: Family Life Coordinator acts as the link from the young family members to the Council to insure their spiritual and community needs are addressed by the membership.

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**RELATIONSHIP WITH NORTHERN CALIFORNIA NEVADA CONFERENCE
AND SANTA CLARA ASSOCIATION**

Delegates and Duties

The Vice Moderator is a delegate to the NCNC Asilomar meetings. The Vice Moderator shall inform the congregation of NCNC and Association business, events and issues, and shall recruit other attendees for NCNC and Association meetings. The council elects our other lay delegate to the NCNC Asilomar meeting. All delegates are responsible, along with the Vice Moderator, for being informed on issues before the NCNC and for communicating the results of Conference meetings and other Conference concerns to the Church Council and the congregation. A delegate who needs financial assistance to attend a Conference meeting may request such help from the church. If he/she desires the request to be confidential, it may be made through the minister.

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**PERSONNEL POLICIES AND PROCEDURES
FOR NON-MINISTERIAL EMPLOYEES**

The Almaden Valley United Church of Christ is committed to equal opportunity in hiring of our staff. This commitment extends not only to selection and hiring of employees by the Church Council, but also to their treatment, advancement, training, and compensation.

Employees of the Almaden Valley United Church of Christ will conduct themselves in accordance with the By-Laws of the church while carrying out their duties and responsibilities.

The church shall provide a means for employee evaluation and a forum for hearing grievances and problems about the job.

Procedures

Personnel File

A confidential personnel file for each employee will be maintained in the church office. The file will contain copies of all contracts, evaluations and other relevant employee records. It shall be accessible only to the appropriate committee head (s), the Minister, the Moderator and the Vice Moderator. An employee may receive a copy of his/her file upon request.

Compensation

Salary and fringe benefit compensation packages will be approved by the Church Council and reviewed at least annually or at need.

Performance Evaluations and Support

Each employee -will be given a performance appraisal by the appropriate committee within 180 days of hiring, followed thereafter by annual evaluations or more frequent evaluations if required. Evaluations shall be discussed with the Minister and the Vice Moderator before being shared with an employee. The results of the evaluation shall be shared both verbally and in written form with the employee and subsequently may be reviewed with the minister and the vice moderator. The employee must have the opportunity to respond to the evaluation in writing. It is the responsibility of the appropriate committee to support employees with advice and counsel.

Problems on the Job

An employee who encounters problems on the job or who feels he/she is not being treated fairly should take the problem to his/her appropriate committee. If that does not

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resolve the situation, the employee and committee should work with the Minister or Vice Moderator until the problem is resolved.

Disciplinary Action

Should disciplinary action for an employee be considered necessary by the appropriate committee, the Minister and the Vice Moderator, the following steps shall be taken.

1. For the first offense, the employee will be given a verbal warning, with a note, signed by the employee, placed in the personnel file.
2. For the second offense, the employee will be given a written warning with a copy, signed by the employee, being placed in the personnel file.
3. For the third offense, the employee will be submitted for termination.

Termination

The Church Council may, on its own motion or upon the recommendation of the appropriate committee, give at least two weeks' advance notice of termination or two weeks' pay in lieu of notice. Reasons for termination may include: unsatisfactory performance; lack of funds or work; Church reorganization; or a decision by the church, in its business judgment, not to retain an employee, even though work performance has been satisfactory.

The Church Council may also discharge an employee at any time without advance notice and without in lieu pay for continual and/or an intentional breach of ethics such as dishonesty, misconduct, lack of cooperation, misappropriation of church property or records, or disclosure of confidential information.

Prior to any discharge, the employee shall have the right to be heard by the Church Council. In addition, the employee may make an appeal to an ad hoc committee appointed by the Moderator and composed of the Minister (nonvoting) and three (3) members of the congregation who are not members of the concerned committee or the Church Council. The committee's recommendation shall be returned to the Church Council for final action within two weeks of termination. If the employee is retained, he/she shall be entitled to the salary not paid since the termination and to reemployment without prejudice.

An employee may voluntarily terminate his/her employment with the church. If an employee resigns, the employee is requested to give at least two weeks' advance written notice to his/her appropriate committee.

The appropriate committee will hold an exit interview with the employee on or before the last day of employment. The employee must return all keys, supplies, equipment, manuals and any other church property and must turn over all files, records and work in

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progress to the appropriate committee. All of the above must be returned prior to the employee's receiving the final paycheck. The employee must pay any debts owed to the church. The amount owed may be deducted from the employee's final check.

A prospective employee prior to employment shall read this policy.

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CLASSES & WORKSHOPS OFFERED BY MEMBERS

It is AVUCC policy that a member who offers a program, course or workshop and charges a fee for attendance shall apply through the Joint Venture facility use procedure and be subject to its provisions.

SOCIAL & POLITICAL CONCERNS

AVUCC recognizes the need to address the responsibilities of Christians faced with social and political issues. Simultaneously, AVUCC recognizes that it is a congregation with diverse needs and views. Therefore: 1) AVUCC shall provide, through the OM Committee, means for informing and educating the congregation regarding social issues wherein the questions of Christian witness, response or action arise; and 2) members who wish to bring issues before the congregation, present petitions, raise funds or present programs on behalf of political, social or non-church-sponsored outreach matters shall apply to the Church Council for approval.

(Refer to Outreach and Missions Committee policies and procedures)

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COMMITTEES

By-Laws and Procedures

The By-Laws and Procedures Committee reviews the church's By-Laws and its operating procedures as contained in the Policies and Procedures manual and proposes amendments as needed. This review is conducted upon request of the Church Council, the Moderator, or members of the congregation.

At times it will be appropriate for the committee to initiate its own review for the sake of filling in gaps it has noticed or updating obsolete material. In such cases the Church Council will be informed of the need for such a review and in all cases recommendations from the committee will be sent to the Council for consideration,

The By-Laws committee works cooperatively with officers of the church and other committees whose procedures are being composed or updated. It reviews each set of procedures for overlap, omission, and clarity before taking it to the Church Council for consideration.

The committee's working resources include the current By-Laws, the Manual, its knowledge of the church's practices and the knowledge of officers and other committees regarding their own work.

The committee is also responsible, through its Chair, for the following:

1. Coordinating and updating, printing, and distribution of Manual contents;
2. Ensuring that the printed By-Laws are current and that they are inserted into the Manual;
3. Presenting proposed procedures and By-Laws amendments to the Church Council; the Council is not required to approve By-Laws amendments, merely to agree that they be presented at the Annual meeting for congregational approval; the Council, however, must approve procedures before their insertion into the Manual.
4. Proofreading proposed By-Laws amendments prior to publication and ensuring that they are included in the materials for the Annual meeting.
5. Presenting recommended By-Laws amendments to the Annual meeting.

Annually the committee shall ask the Church Council to determine if the procedures and timeline in the Manual are current and to indicate those that need updating.

The Committee meets at need, upon call of the Chair.

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Caring Ministry

Purpose: The Caring Ministry shall consist of an appointed chairperson (director) who will work with two co-coordinators recruited for two-month terms (12 all together each year for February-March, April-May, June-July, August-September, October-November, December-January). The chairperson will be in communication with the Pastor on all committee matters and will report regularly on committee activities to the Church Council via designated liaison.

Responsibilities:

1. Oversee phone tree.
2. Maintain a database of volunteers willing to respond to emergency needs (i.e. food, transportation, cards, home and hospital visits).
3. Send out cards to the ill and to those grieving losses.
4. Provide for emergency needs within the church community.
5. On a longer-term basis, provide for visits to shut-ins, those recovering from surgery or accident, and bereaved families (often flowers or cookies are appreciated).
6. Organize and oversee memorial services (see below).

Memorial Services

What the Church Will Provide

Under the coordination of the Caring Director, aided by the two current co-coordinators, the church will provide the following:

- Ushers
- Parking attendants, if needed
- Light refreshments for the reception (i.e., cookies, fruit, beverages)
- Tables, tablecloths, and chairs for the reception hall
- Flowers for the reception hall
- A clean-up crew—several persons should be specified in advance to clean up the kitchen, put away the tables and chairs, wash and return tablecloths, replace kneelers in the sanctuary (if these have been removed to provide more room for chairs), move the altar back in place (if necessary), and attend in any other way to restoring the sanctuary for worship after the service.

Note: The church does not supply pallbearers.

How the Above Will Be Set Up

1. At the direction of the Minister, the Caring Director will notify the person in charge of the phone tree.

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2. Phoners may recruit volunteers to help with the reception, and a list of volunteers (e.g., to bring cookies, to work as ushers) will be provided to the Caring Director.
3. The Caring Director will coordinate the church activities regarding memorial services, as designated above.

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Fellowship

Purpose: The Fellowship Committee provides the framework to organize events that allow church members to get together and celebrate our Church family in a fun, friendly, and congenial setting.

Structure: The committee shall consist of a coordinator who will work with various church members who are interested in organizing a specific event. The members are not elected, or appointed, but volunteer depending upon their interests and talents.

Responsibilities:

1. To decide the event and its calendar date.
2. To schedule the event on church calendar.
3. To provide publicity for the event (posters, ads, announcements).
4. To print and sell tickets as needed or collect monies as needed to make an event self-supporting.
5. To organize food and drink as needed.
6. To provide people for event set-up and takedown.
7. To provide people for cleanup.
8. To provide entertainment if needed.

Committee Coordinator will be responsible for the following:

1. Originating the event or accepting duties involved for an event originated by another church member.
2. Scheduling the event on facility calendar.
3. Calling those he/she feels have interest or talent to accomplish the event.
4. Scheduling meetings necessary to organize the event.
5. Overseeing event planning to make sure volunteers handle all necessary details.
6. Announcing event at church services or scheduling someone to do so.
7. Keeping Council, Pastor, and all necessary parties interested or involved in the event and/or apprised of its status.

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Membership Committee

Purpose: The Membership Committee will seek to make ours a welcoming church to promote growth, to encourage and nurture member participation in the life of the church.

Structure: The Membership Committee shall consist of “a goal” of ten members.

The Membership Committee is responsible with the minister for:

1. Welcoming, identifying, and contacting visitors.
2. Assisting in the orientation and reception of new members.
3. Encouraging involvement of new members in the life of the church.
4. Maintaining communication with all members and nurturing their relationship with the church.
5. Contacting non-participating members and assessing their relationship to the church.
6. Publicizing church programs in the community to encourage and promote church attendance and membership.

Committee Responsibilities:

- Membership Committee members will be assigned specific responsibilities at the beginning of each year. The Membership Chair shall maintain communication with the Chairs of Caring Ministry and Stewardship as regards membership calling status and maintain contact with the Chairs of Fellowship and Worship in regard to reception of new members and special functions designed to promote and encourage church participation and new membership.
- The Membership Chair shall maintain communication with the minister regarding the status of visitors, new member prospects, new members, and non-participating members.
- The Membership Chair shall maintain necessary communication with the Moderator.
- The church brochure will be reviewed annually and revised as needed.
- Information regarding changes and additions to membership shall be exchanged through communication among the Membership Chair, church office, and Stewardship Chair.

Procedures

- The Membership Committee and the minister will see that visitors are warmly welcomed and will encourage the congregation to share in the welcoming.
- Visitors will be encouraged to sign the Guest Book in the Narthex.
- The secretary will send a letter of welcome and the church brochure after the first visit. The minister will make phone contact within a few days after the first visit. A loaf of home baked bread will be delivered after the second visit. Following the second or third visit, depending upon expressed interest, a personal call will be made by the minister.

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- If interest is indicated after the minister's call, a visitor's name will be added to the mailing list for the Kalos.
- A regularly scheduled "Inquirer's Session" will be offered by the minister to those interested in knowing more about the church or in church membership.
- A card file will be established of all visitors, with space to indicate contacts made and degree of interest in the church.
- Permanent nametags will be made at least once a month for all interested visitors. The nametag board will be updated periodically.

New Member Reception

- Reception of new members will be scheduled as needed.
- Orientation meeting will be held prior to reception of new members.
- Those being received as new members will gather before the appointed Sunday service, with the minister, to arrange special seating, receive flowers, and handle other details. Following the service, new members will form a receiving line to be greeted by all at the Fellowship hour.
- A Membership Committee member will be present to assist in making arrangements.
- A Certificate of Membership will be presented to each new member.

New Members

- Dinner Groups will be asked to invite new members to their scheduled social events.
- The committee will see that new members have a continuing contact with the church.
- A committee member will be responsible for seeing that information on new members' interests will be given to the appropriate committees.
- New members will be honored at the Annual meeting.

Members: The Membership Committee will continue to make informal contact with members who have not been attending. For example, a short note and recent church bulletin will be sent.

Inactive Members

- A review of member participation will be made in April and October of each year.
- Members who have been non-participants for one year will receive two contacts, at least one written, from the Membership Committee.
- At the end of one year, an additional contact will be made to ascertain how the non-participants perceive their future relationship to the church.
- Members are designated **INACTIVE MEMBERS** when
 1. They have been contacted three times due to non-participation and continue to be non-participating members and have not expressed an interest in staying active. OR
 2. When they ask to be put on the **INACTIVE** list. Members designated **INACTIVE** will be contacted at least once a year for two years. AND

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3. The Church Council has approved their designation as INACTIVE.
 - Members are removed from membership when
 1. They transfer membership to another church.
 2. They ask to have their names removed. OR
 3. They have been inactive for at least one year after being designated INACTIVE.
 - Names of persons to be removed from the membership roll will be taken to Council each year in November. Members cannot be removed without Council approval.
 - Written notice of being designated INACTIVE or of being removed from membership will be sent to the member, with opportunity to alter this action.
 - When inactive members resume attendance, they are automatically reinstated as active members.
 - The Membership Committee will maintain contact with the Stewardship Committee regarding inactive members.

Friends of the Church

- Non-members who are continuing active participation shall be considered in an informal category as friends of the church.

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Music Committee

Purpose: The Music Committee will support and encourage all music, choirs, and soloists in the church; it will encourage good communication; all music events will be reported and coordinated through this committee, which will also work with Worship Committee to coordinate the ministry of music with the church's worship experiences.

Structure: This committee shall consist of three members appointed by the Moderator, plus the Choir Director. Two committee persons will be members of the choir, and the third will be a member-at-large from the congregation. The three members shall serve two-year staggered terms.

Responsibilities:

1. Making policy for the church's music program in cooperation with the Choir Director and the minister and in consultation with the Worship Committee.
2. Recruiting, when necessary, a Choir Director; in conjunction with the ECA and/or the Joint Venture Council, recruiting an organist and arranging for a substitute organist when necessary.
3. Exploring and evaluating present and future music programs of the church, including a children's choir, soloists, special music programs, bell choirs, and whatever else seems appropriate.
4. Preparing a yearly budget request for purchase of music, soloists' fees, hymnal replacement, robe upkeep, etc.
5. Recruiting participants in the music ministry with the cooperation of the Choir Director.
6. Informing the congregation of the music program and its events.
7. Maintaining records of available music, soloists, expenditures and yearly budgets.
8. Arranging for music at summer worship services.
9. Attending meetings regularly and on time.
10. Reporting to the Church Council on a regular basis; such reports can be made either through the liaison Member-At-Large or through a member of the Music Committee.

Procedures: Purchase of music shall be the responsibility of the Choir Director, within the constraints of the budget. Selection of music for worship services shall be made in consultation with the Minister. The Music Committee shall recommend the employment terms of paid staff for Church Council approval and shall see to it that the proper contract(s) is drawn up, signed, and filed in the church's personnel file. Evaluation of the Choir Director's programs and performance shall be undertaken by the Music Committee and the Minister, who shall report to the Vice Moderator with recommendations regarding compensation and contractual terms. Such recommendations shall be passed on to the Church Council for final approval.

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Nominating Committee

Purpose: From the By-Laws of AVUCC, the Nominating Committee annually seeks out candidates, and prepares a list of candidates (“The Slate”) for elective offices and elected delegate positions, to be presented to the congregation at each Fall Annual meeting. The Slate shall be posted and publicized not less than two weeks before the Fall Annual meeting. If vacancies occur during the year in elected positions, the Nominating Committee seeks out, and recommends to Council, candidates to fill the vacancies for the remainder of their terms. (See also Article IX, Section 2, Eligibility, Election and Term”)

The list of nominees shall have one name proposed for each open position. Members of the congregation can nominate alternative candidates from the floor at the Annual meeting.

Structure: From the By-Laws, “the Nominating Committee shall consist of three persons, with one person elected each year, to serve a three-year term. The senior member of the committee shall serve as chairperson. Members are not eligible for re-election to consecutive three-year terms. Any vacancy occurring on the Nominating Committee shall be filled by an active member of the church recruited by the Moderator, with ratification by the Council, to complete the unexpired term of office of the person leaving.”

Committee responsibilities include the following:

1. Preparation of the slate of nominees, one for each elected position, to be presented as the Fall Annual meeting. Previously elected persons automatically succeeding to another person shall be listed on the slate. The elective positions include the following:

Moderator
Vice Moderator
Recorder
Treasurer
Members at Large
Joint Venture Delegates*
Pledge Recorder

*It is customary that the outgoing Moderator be asked to serve in one of the Joint Venture Delegate positions; a Moderator is not required to accept this nomination. In addition, since some Joint Venture delegates do not serve a full term (two years), there has frequently been confusion regarding how many nominees are needed to fill out AVUCC’s full Joint Venture complement of six delegates.

2. Nomination, at the request of the AVUCC Council, of candidates for Council consideration to fill vacancies that have occurred during the year.

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3. Maintenance of a consolidated list of current and prior holders of the AVUCC elected positions.
4. Maintenance of a Nominating Committee Handbook that incorporates the following:
 - Applicable excerpts from the AVUCC By-Laws
 - List of committee memberships.
 - This policy/procedure statement
 - The position descriptions for the elective positions, including terms of office and constraints on eligibility, operating guidelines, rules of thumb and recommendations.
 - The consolidated list mentioned in #3 above.
 - The format for the Annual meeting slate/ballot.

Each Nominating Committee member contributes time, judgment, and patience during the process of seeking out nominees. The position is an opportunity to meet and discuss church responsibilities with many or most of the congregation during the nomination cycle. Although the Minister, Moderator, and others may volunteer recommendations or may be asked for recommendations, it is the responsibility of the Nominating Committee members to select candidates, approach them to determine if they will serve and fashion the slate.

Committee members, while preparing the slate, maintain full confidentiality about who will be listed. This is because, by the nature of the activity, there will be some church members approached to fill positions who cannot or will not serve. Their situations and feelings, as well as those of the accepting candidates, must be protected.

In the process of preparing the slate, committee members may take the following steps:

- With the help of the office staff and others, the committee generates and/or updates listings of members of the Council, other offices and committees.
- Each member becomes familiar with the position descriptions for all the elected positions, including particularly the terms of office and any succession processes.
- Each member becomes familiar with the listings of current members and of members who have held the elective positions in recent years. In addition, the current and recent holders of committee positions should be on listings available to the Committee.
- The Committee may meet with the Pastor, the Moderator, and/or the Vice Moderator (during August) to discuss possible candidates for nomination. Suggested candidates developed at these meetings are suggestions only; the Nominating Committee remains responsible for the decisions as to who shall be approached.
- The Committee contacts listed individuals to request permission to place their names in nomination for the elective offices, continuing the process until a full

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slate is developed. Care needs to be taken to communicate fully the expected terms of office and the descriptions of the positions to potential candidates.

- The slate should be complete by the end of September so that it can be incorporated as part of the distributed announcement for the Annual meeting.
- If a nominee withdraws after the slate is published and posted, the Nominating Committee shall secure a replacement, any time up to the Annual meeting, to be presented at the meeting.

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Outreach and Missions Committee

Purpose: “The Outreach Committee undertakes to involve the congregation in Christian outreach in the community and in wider global missions.” (AVUCC By-Laws, November 10, 2002), shall offer programs for Christian service; shall receive information regarding outreach activities and/or appeals which may involve the church membership; and shall recommend the annual budgetary support necessary to fulfill our Christian responsibilities in these areas.

Outreach and Missions (OM) operates in five general areas. Much of OM’s work is in support of established programs and seeks to ensure information flow to and support from the congregation.

1. BUDGETED OUTREACH: Including Heifer Project, Habitat, San Jose Urban Ministry, Our Church’s Wider Mission (OCWM), Julian Street Inn (shelter) dinners.
2. NATIONAL AND CONFERENCE SPONSORED OFFERINGS: One Great Hour of Sharing (OGHS), Neighbors In Need and Christmas Fund (Veterans of the Cross).
3. SPECIAL PROJECTS: Aluminum Can Drive, Alternative Christmas Market, local disasters.
4. EDUCATION OF THE CONGREGATION: 1) Supports the Sunday School with information and materials; 2) Brings information to the congregation about supported programs; 3) Posts information of other groups’ needs to promote individual response.
5. CHRISTIAN SOCIAL CONCERNS: AVUCC recognizes the need to address the responsibilities of Christians faced with social and political issues. Simultaneously, AVUCC recognizes that it is a congregation with diverse needs and views. Therefore: 1) AVUCC shall provide, through the OM Committee, means for informing and educating the congregation regarding social issues wherein the questions of Christian witness, response or action arise; and 2) members who wish to bring issues before the congregation, present petitions, raise funds or present programs on behalf of political, social or non-church-sponsored outreach matters shall apply to the Church Council for approval.

Committee Structure: Presently one person oversees and provides liaison with each of the budgeted outreach groups, i.e., Heifer, Habitat, San Jose Urban Ministry, etc. This person regularly updates the Council Member At-Large that is responsible for OM.

Annual Budget Commitments: The Outreach groups will recommend budget amounts and purpose each August/September for inclusion in the church budget for the following year. A standing goal of the Outreach groups and past Councils is to increase the OM budget to 10% of the total church budget by submitting 10% increase in the OM budget proposal each year as appropriate.

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Stewardship Committee

The Stewardship Committee shall function actively throughout the year to educate the congregation toward a fuller understanding of what Christian stewardship means. It shall conduct an annual stewardship drive to raise funds required to meet the budgetary needs of the church. The committee shall maintain an inventory of the service interests of our members so that their time, talent, and enthusiasm may be optimally employed.

Membership shall be for two years, with the option of serving one additional year, at which time the member must rotate off the committee for at least one year. The members shall be broken into two groups serving staggered terms so that continuity as well as new ideas may be obtained. The chairperson of the committee will appoint new members. The Nominating Committee or Moderator shall nominate or select the Stewardship Chairperson, upon consultation with the committee.

The Stewardship chairperson shall regularly update the Council Member At-Large that is responsible for the Stewardship Committee.

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Worship Committee

The Worship Committee shall consist of at least the following members:

1. The Chairman of Worship will coordinate the work of the committee in conjunction with the minister and call meetings as necessary.
2. Layreader Coordinator shall be responsible for scheduling, recruiting, and training of the layreaders.
3. Usher Coordinator shall be responsible for the scheduling, recruiting, and training of the ushers.
4. Greeter/Coffee Host Coordinator shall be responsible for the scheduling, recruiting, and training of the greeters and coffee hosts.
5. The Flower Coordinator will oversee the flower needs for the sanctuary in coordination with the Episcopal Church
 - a. A flower chart is available for signups and the coordinator will arrange for flowers if there are no volunteers for a Sunday.
 - b. Advent and Lent coordinators will coordinate the decoration of the Sanctuary and narthex with input from both churches for the special seasons.
6. Communion Coordinator shall schedule Communion families, oversee the communion preparation and service and coordinate the use of the sacristy with the Episcopal Altar Guild.
7. Music Representative will assist the minister in planning the role of music in the worship experience.
8. In addition to the above committee members, it will be advisable to include:
 - a. Creative Arts Committee who will assist the minister in planning the role of fine arts in the worship experience.
 - b. A Youth representative who will assist in planning by seeing that worship meets the spiritual needs of youth and by advocating youth participation.

The Worship Committee will have the following duties:

1. Administering the stewardship of volunteers by encouraging participation of all who are willing through training and inclusive recruiting.
2. Supporting the minister in worship planning and preparation.
3. Preparing the sanctuary and sacrament elements to allow peaceful and joyful worship.
4. Assuring equal access to worship in every way we are able through at least the following: amplification for the hearing impaired, lift access, possible future taping of services, large type bulletins and hymnals and more signing of services.
5. When the church is without a minister, coordinating the worship services, including pulpit supply, preparing bulletin copy, and coordinating with music.
6. Arranging for pulpit supply with the Minister.

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7. Coordinating with other Directors for worship-related functions (e.g., Membership for Confirmation and greeting support, Outreach for special Sundays).

The chairman shall coordinate with the minister on a regular basis and call meetings as needed for smooth functioning by all. The entire committee shall meet at least quarterly for planning with the minister.

Each worship service will have a member of the committee on hand early to assure all preparation is done.