



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Policies of the Board of Trustees**

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## **GOVERNANCE POLICIES V.9 MISSION, VALUES, & ENDS POLICIES**

### **Policy 1.0 Our Mission** (approved at the May 2024 Annual Congregational Meeting)

The mission of First UU is to co-create the Beloved Community of love and justice within ourselves, among our congregation, and throughout San Antonio.

### **Policy 1.1 Our Values** (approved at the May 2024 Annual Congregational Meeting)

In our religious community, we covenant to embody our core values:

- Profound belonging
- Openness to awe
- Committed transformation

### **Policy 1.2: Our Ends** (approved by the Board April 17, 2024)

#### **To fulfill our mission, we will:**

1. Welcome all people of goodwill, as they are and as they are becoming, as we connect as depth across difference.
2. Care for one another in times of joy, sorrow, and transition.
3. Equip ourselves, across the lifespan, to articulate our Unitarian Universalist faith identity and live a spirited life of integrity in a search for truth and meaning.
4. Accountably dismantle systems of racism and oppression in ourselves, our church, and greater San Antonio. In particular, we work for:
  - a. Racial justice / antiracism
  - b. LGBTQ+ justice
  - c. Reproductive justice
  - d. Environmental justice
  - e. Immigration justice
5. Share our life-transforming Unitarian Universalist faith with the community.
6. Invest our time, talents, and financial support to steward our church and the resources entrusted to us.

**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**BOARD GOVERNANCE POLICIES**  
 (Revised April 13, 2026)

**Policy 2.0 Global Board Governance**

The Board is elected to represent the Congregation and serve as the chief governance body of the Church. Using authority granted by the Congregation through the bylaws, the Board shall establish and carry out the governance policies of the congregation.

First UU’s Strategic Governance Model is guided by an adaptation of Dan Hotchkiss’ conceptual “map” of Governance and Ministry. In this conceptualization, Governance refers to the authority of the Board of Trustees, while Ministry refers to the daily work of the church over which the Minister has authority. Unlike a traditional organizational chart, Hotchkiss’ conceptual map identifies spheres of responsibility.



**Policy 2.1 Role of the Board**

The Board will provide oversight and stewardship of First UU, ensuring that its resources serve the mission of church. The Board will govern primarily through strategic tasks: 1) Congregational Mission-Vision Discernment; 2) Fiduciary Responsibility & Oversight; 3) Policy Development & Promulgation; 4) Congregational Assessment, and 5) Strategic & Long-Range Planning. The Board will also collaboratively partner with the Minister, staff, and lay leaders in stewarding Finances and Facilities. The Board alone retains the authority to enter into binding contracts on behalf of the Church. In no event shall a contract be entered that would cause

indebtedness or the sale of Church real property, without approval of the voting members of the congregation.

### **Policy 2.2 Agenda Planning**

1) Annual Retreat/Establishing Priorities. The Board shall act as a group in establishing the priorities for each Board year. The priorities for each year shall be determined at an annual retreat to be held early in each fiscal year and shall be finalized no later than October 1. Prior to the annual retreat, the incoming President shall consult with the out-going President and other Board members regarding outstanding priorities and other business of the Board that should carry over to the next year. The President shall direct the planning of the annual retreat, including proposing areas for discussion and consideration by the Board. The Board will consider the inclusion on the annual agenda of outside advisors on topics such as Governance education and education related to ends determination.

2) In addition, the Board's agenda will include the following items:

- a) Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
- b) The Board shall meet with the Committee on Shared Ministry at least semi-annually to discuss the overall ministry of the Church.
- c) The Board and Minister will agree upon a process to periodically assess the work of the Minister. Assessment methodologies will be collaboratively determined by the Board and the Minister. The Committee on Shared Ministry may assist with these assessments if agreed on by both the Minister and the Board.
- d) The Board shall prepare a recommendation of compensation for the Lead Minister as early as needed for the final determination of Lead Minister compensation, based on budgeting considerations.
- e) The Board may schedule and/or implement an audit or review at their discretion, as need is perceived.

3) Setting the Agenda for Board Meetings. The agenda for all Board meetings should reflect the priorities established by the Board, along with other business being presented to the Board. In consultation with the Vice-President and the Lead Minister, the President then shall, consistent with the Board's agreed upon priorities and agreed upon agenda items, facilitate setting the agenda for each meeting to be held, and shall publish the proposed agenda in advance of each such meeting for Board review and comment. A Board member may recommend or request an item for inclusion on the agenda before the scheduled meeting.

### **Policy 2.3: Role of the President**

The President ensures the integrity of the Board's process and represents the Board to congregants and outside parties. Accordingly,

- 1) It is the responsibility of the President to ensure the Board behaves consistently with its own rules, the Bylaws, and those requirements legitimately imposed upon it from outside the organization.

- 2) Meeting discussion content will be only those issues, which, according to Board policy, clearly belong to the Board to decide, not the Lead Minister, as well as issues in which the Board and Minister share responsibility.
- 3) Deliberations will be fair, open, and thorough but also timely, orderly, and kept to the point.
- 4) The authority of the President consists in making decisions that fall within the policies in Board Governance and Board-Lead Minister Linkage, except where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies.
- 5) The President, as an individual, has no authority to make decisions about policies created by the Board with Ends and Lead Minister Limitations policy areas. Therefore, the President, as an individual, has no authority to supervise or direct the Lead Minister.
- 6) The President may represent the Board to outside parties in announcing Board-stated positions and in stating the President's own decisions and interpretations within his or her authority.
- 7) The President may delegate this authority to another Board member, but remains accountable for its use.

**Policy 2.4: Role of the Vice-President**

The Vice-President is an officer of the Board. The Vice-President shall perform the duties of the President when the President is unavailable or unable to perform those duties. Accordingly,

- 1) The Vice-President shall serve as the primary liaison to the Facilities Team.
- 2) The Vice-President shall assist the President in developing the agenda for all meetings of the Board of Trustees in consultation with the Lead Minister.

**Policy 2.5: Role of the Secretary**

The Board Secretary is an officer of the Board whose purpose is to ensure the integrity of the Board's documents. Accordingly,

- 1) The Secretary shall see to it that all Board documents and filings are accurate and timely.
  - a. The Secretary will ensure that minutes will be current in their reflection of Board decisions.
- 2) The authority of the Secretary is access to and control over Board documents.
- 3) The Secretary shall maintain a record of the priorities determined by the Board at the annual retreat.

**Policy 2.6: Role of the Treasurer**

The Treasurer is an officer of the board. The Treasurer will serve as the Chief Financial Officer of the Church who has overall responsibility for Board oversight of the Church finances, in accordance with the Bylaws. In this role, the Treasurer facilitates the Board's fiduciary oversight responsibilities by working collaboratively with the Minister, staff, and contractors to ensure appropriate financial management practices are followed. Accordingly,

- 1) The Treasurer shall chair the Finance Committee

- 2) With the Finance Committee and in consultation with the Lead Minister, the Treasurer shall create the draft annual budget for approval by the Board of Trustees and Congregation.
- 3) The Treasurer will monitor the accuracy of the congregation's financial records and make reports to the Board and the Congregation regarding the Church's financial situation in an appropriate and timely manner.
- 4) The Treasurer will have online access to all Church operational, savings, and brokerage accounts and will serve as the primary signatory for these.

**Policy 2.7: Board Members' Code of Conduct/Conflict of Interest**

The Board members commit to ethical and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly,

- 1) Trustees should act with due care in carrying out their responsibilities and in making Board decisions. Trustees shall be attentive to the Church by participating in the life of the congregation, attending Board meetings and preparing themselves as necessary to make informed decisions. Trustees will maintain confidentiality appropriate to issues of a sensitive nature.
- 2) Board Officers and Trustees will disclose their involvement with other organizations, with vendors, or with any other associations that might produce a conflict of interest.
- 3) Board Officers and Trustees must represent unconflicted loyalty to the interests of the Congregation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the Congregation's services
- 4) Board Officers and Trustees must avoid conflict of interest with respect to their fiduciary responsibility. Family members of any credentialed or religious professional, or full-time employees, or contractors, or part-time staff 21 years of age or older working 10 or more hours a week may not serve as Officers or Trustees of the Board of Directors.
- 5) There must be no self-dealing or any conducting of private business or personal services between any Board Officer or Trustee and the Congregational staff except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
  - a. When the Board is to decide upon an issue about which a Board Officer or Trustee has an unavoidable conflict of interest, that Officer or Trustee shall absent themselves from not only the vote but also from the deliberation by leaving the meeting.
  - b. Board Officers and Trustees must not use their positions to obtain employment by First UU for themselves, family members, or close associates. Should an Officer or Trustee of the Board desire employment, they must resign from the Board first.
- 6) Board members may not attempt to exercise individual authority over the organization except as explicitly set for in the Board policies.
  - a. Officers or Trustees' interactions with the Lead Minister or with staff must recognize the lack of authority vested in individuals except when explicitly Board delegated.

- b. Officers or Trustees' interactions with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board or the Congregation except to repeat explicitly stated Board decisions.
  - c. Members will not express or act on their individual judgments of the Lead Minister or staff performance outside of the Board.
- 7). Officers and Trustees will support the legitimacy and authority of the final determination of the Board on any matter, without regard to the member's personal position on the issue.

**Policy 2.8: Board Committee Principles**

The Board may establish committees to help carry out its responsibilities. Committees will be used sparingly to preserve the Board functioning as a whole and will not interfere with delegation from Board to the Lead Minister. Board committees cannot exercise authority over staff.

**Policy 2.9: Cost of Governance**

The Board will invest in its governance capacity. Accordingly,

- 1) Board skills, methods, and support will be sufficient to assure governing with excellence.
  - a. Training and retraining will be used to orient new and prospective Board members, as well as to maintain and increase existing member skills and understandings.
  - b. Funds may be authorized for audit and other third-party monitoring of organizational performance.
  - c. Funds may be authorized for surveys, focus groups, opinion analyses, and meeting costs.

**Policy 2.10: Financial Planning and Investments**

Financial planning and investments is a function of the Finance Committee. The Finance Committee operates in accordance with Bylaw IX.2.D. Accordingly,

- 1) Financial planning shall not risk financial jeopardy nor deviate from the Congregation's Bylaws, Ends Policies, or Strategic Plan. Accordingly, the Finance Committee shall not allow budgeting which:
  - a. Plans expenditures that exceed conservatively projected revenues for the budget period.
  - b. Omits key planning and/or operational assumptions.
  - c. Assumes unrealistic projections of revenue, expenses, or cash flow.
  - d. Provides less for Board prerogatives during the year than is set forth in the Cost of Governance Policy (see Policy 2.9).
  - e. Commits the Congregation to any initiative that lacks a clear and comprehensive funding plan.
  - f. Fails to include a contribution into a general reserve fund of 2% of pledge income.
  
- 2) Managing the investments is a function of the Investment Committee, a sub-committee of the Finance Committee. Accordingly,

- a. First Unitarian Universalist's investments should be guided by two allocation concerns: The primary being lower risk and availability and the second being consideration for the growth of principal.
- b. At least the average monthly budget of cash should be retained at all times in the Church's operating account. Once a month, funds should be considered for realignment by the Treasurer.
- c. Funds should not be held in investments with a maturity greater than two years.
- d. If more than 30% of the Church's portfolio is investment in stock market investments, no additional funds will be added.
- e. The Investment Committee shall meet no less than quarterly and will be governed by majority vote.
- f. The Treasurer will be responsible for implementing and communicating the decisions of the Investment Committee to the Board.

### **2.11 Executive Sessions**

The Board of Trustees may go into Executive Session at any time to discuss issues requiring confidentiality, such as personnel matters, alleged illegal activity or misconduct, disruptive behavior, lawsuits, sensitive business transactions, or weighing options in a time of crisis. In addition, Executive Sessions may be used as needed for candid peer-to-peer discussion to address conflict.

Executive sessions can include anyone that the board invites. All board members (who are present) should be included in an executive session (unless there is a concerning conflict of interest). The minister, who is an *ex officio* member of the board, will be included. However, if there is a performance or other serious concern with the minister or any board member, that person can be excluded from the executive session until the rest of the board has addressed the concerning information.

The minutes of the meeting should only reflect when and how the board went into executive session, when it ended, and what motions were approved. The discussion in executive session is confidential and no notes should be shared. The general topic of the session should be included in the minutes.

Executive sessions should not be used for any business that can be conducted in an open meeting.

### **2.12 Emergency Votes**

If between meetings of the Board of Trustees, matters arise which, in the opinion of the Board President are not current and ordinary business but in the best interests of the congregation must nevertheless be acted upon, the Board may meet in emergency session, either in person, online, or in hybrid session, or by asynchronous electronic discussion, if a quorum is established. A summary of the discussion of any votes will be recorded in the minutes of the next regular Board meeting.

**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**BOARD / LEAD MINISTER LINKAGE POLICIES**  
**Revised May 17, 2026**

**Policy 3.0: Global Board / Lead Minister Linkage**

The Board delegates authority and responsibility to the Lead Minister to manage the day-to-day operations and programs (i.e., the Ministry) of First UU, except as expressly limited by these policies, and for operating under an annual plan approved in collaboration with the Board. The Board retains oversight and authority to hold the Lead Minister accountable for the effectiveness of church operations and programs. The Board can intervene or overrule decisions of the Minister, but these should be rare and occur only if an action is deemed to be fiducially unsound, contrary to the congregation's vision and mission, or outside of policy or other guidance.

**Policy 3.1: Unity of Voice**

Only decisions of the Board acting as a body, stated in officially passed motions, are binding on the Lead Minister. Accordingly:

- 1) Decisions or instructions of individual Board members, officers, committees or Congregation members are not binding on the Lead Minister except in rare instances when the Board has specifically delegated the exercise of such authority.
- 2) In the case of Board members or committees requesting information or assistance without Board authorization, the Lead Minister can refuse such requests that require, in the Lead Minister's opinion, a material amount of staff time or funds, or are disruptive.

**Policy 3.2: Authority & Accountability of the Lead Minister as Head of Staff**

The Lead Minister is the Board's primary link to operational and programmatic achievement and conduct. All staff members are accountable to the Lead Minister, who as Head of Staff is accountable to the Board for their performance. Accordingly:

- 1) The Board does not have authority over persons who report directly or indirectly to the Minister.
- 2) The Board will refrain from evaluating, either formally or informally, any staff other than the Lead Minister. The Lead Minister, however, must respond to operational concerns formally expressed by the entire Board and work collaboratively to address operational failures that are fiducially unsound or that violate policy.

**Policy 3.3: Authority & Responsibility of the Lead Minister for the Ministry of the Church**

Consistent with our understanding of the covenant that binds us in an evolving living tradition, the Minister and the Congregation share the leadership and ministry of the Congregation. The Lead Minister shall have authority over and responsibility for the Ministry of the Church. In this role, the Lead Minister shall lead the Ministry Teams and Chair the Coordinating Team meetings.

The Minister will be an ex officio member, without vote, of all committees, task forces, or teams except a Ministerial Search Committee formed following the announcement of the Minister's retirement or departure.

- 1) The Minister will confer, as needed, with each committee on how best to work together to serve the Mission of the Congregation.
- 2) Attendance by the Minister at committee meetings is welcome, but not routinely expected.
- 3) The unique role of the minister in advising the Nominating/Leadership Development Committee is acknowledged, as the minister is expected to have a breadth and depth of relationships to help identify appropriate leaders for the Congregation.

#### **Policy 3.4: Delegation to the Lead Minister**

- 1) Each year the Lead Minister and the Board of Trustees will engage in a retreat for the purpose of developing shared goals for the coming year.
- 2) A minimum of twice each year the Lead Minister, the Board of Trustees, and the Committee on Shared Ministry will meet for the purpose of information sharing about the status of the ministry of the Church.
- 3) As long as the Lead Minister uses any reasonable interpretation of the Board's policies, the Lead Minister is authorized to establish operational procedures, make any decisions, take any actions, establish any practices, and develop any activities.
- 4) The Board may change its policies at any time. The Board will support the Lead Minister's actions that are aligned with approved policies.

#### **Policy 3.5 Strategic Planning**

The Governing Board and Minister shall collaboratively engage in a practice of continuous strategic planning, firmly grounded in the congregation's mission. It is a key responsibility of the Board to ensure that all strategic and long-range planning is conducted in accordance with policy, and is a sound use of the congregation's time, talent, and treasure. It is also the role of the Board to ensure that strategic and long-range planning of the congregation is a living, breathing plan that adapts and changes as circumstances change.

The Board may develop a strategic plan themselves in collaboration with the Minister, or may delegate some aspects of developmental work for the strategic plan to a task force or a board standing committee.

A "three-year rolling strategic plan" model will be adopted so that planning for future needs is nimble and adaptable.

The 3-year rolling strategic plan shall be:

- a) Reviewed and updated multiple times throughout the board year
- b) Adaptable to changing circumstances and understanding the mission of the congregation

- c) Annually reviewed for plan effectiveness and corrected if needed
- d) An ongoing effort

Therefore, the Board and Lead Minister shall review progress on Strategic Plans at least quarterly and report progress on these to the Congregation semi-annually.

**Policy 3.6: Congregational and Lead Minister Assessments**

The Board and the Minister will monitor and nurture the health of the Congregation's ministries through regular assessments. The Board and Minister will agree upon a process to periodically assess the work of the Minister. Assessment methodologies will be collaboratively determined by the Board and the Minister.

**3.7 Board-Minister Covenant (Approved 2025.07.15)**

The board and the minister of First UU San Antonio enter into the following covenant with each other and agree to keep the following promises to each other:

We promise to live up to our all-church community agreement in our relations to one another. In addition, we promise:

- to be supportive of one another
- to communicate openly and honestly, avoiding triangulation
- that if we have a concern, we will speak directly to the person or people about whom we have a concern
- to practice deep listening, attempting to understand as much as to be understood
- to respect the confidentiality of personal statements
- to always keep in mind that we are working toward good of the entire congregation
- to communicate honestly and regularly about how identity and power impact and shape the congregation
- to address concerns that arise, recognizing that conflict is inherent to a diverse community
- to consider how differences in identity, experiences, or power might be a factor in any conflict
- to hold ourselves accountable to our shared values, knowing that we may seek an outside facilitator from the UUA or other mutually agreeable organization.

**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**LEAD MINISTER GUIDANCE POLICIES**  
**(Revised 2026.05.17)**

**Policy 4.0: Global Lead Minister Guidance**

The Lead Minister is responsible for managing the day to day activities of Church; in doing so, the Lead Minister is empowered to take whatever actions he or she deems prudent to achieve the Ends within the following guidelines. The Minister shall pursue practices, actions, decisions, and organizational circumstances that are aligned with Church bylaws, Board policies, professional ethics, commonly accepted business practices, and are lawful except where Unitarian Universalist Principles are at risk.

**Policy 4.1: Treatment of Congregants**

With respect to interaction with the congregants, which includes adult and youth members, friends and visitors to the Church, the Lead Minister shall ensure that:

- 1) Conditions, procedures or decisions provide appropriate confidentiality and privacy to congregants, and that
- 2) Conditions, procedures, and decisions are welcoming to congregants.

**Policy 4.2: Treatment of Staff**

With respect to the treatment of paid and volunteer staff, the Lead Minister shall create and maintain conditions that are not discriminatory, harmful or unprofessional. Accordingly, he or she shall operate within approved personnel policies, disseminate written personnel rules for staff, effectively handle grievances, and protect against wrongful conditions and grossly preferential treatment for personal reasons.

**Policy 4.3: Compensation & Benefits**

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Lead Minister shall create conditions that are manifestly just, fair, and equitable, and protect fiscal integrity. Accordingly, he or she may not:

- 1) Change his or her own compensation and benefits.
- 2) Promise or imply permanent or guaranteed employment.
- 3) Set employment terms, set compensation, and benefits to employees, consultants, and contract workers without balancing principles of fair compensation with the financial means of the Congregation.
- 4) Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. incur unfunded liabilities.
  - b. provide less than some basic level of benefits to all full-time employees,
  - c. allow any employee to lose benefits already accrued or promised, or
  - d. differentiate among classes of employees with regard to retirement contributions.

The Lead Minister shall recommend compensation and benefits to the Board in accordance with UUA guidelines.

#### **Policy 4.4: Financial Condition and Activities**

With respect to the Congregation's actual, ongoing financial condition and activities, the Lead Minister shall work collaboratively with the Treasurer to protect the Church from financial jeopardy or deviation from priorities established in the Ends policies or Strategic Plan.

Accordingly, the Lead Minister and Treasurer shall:

- 1) Protect the Church from indebtedness unless approved by the Congregation.
- 2) Only spend or commit reserve account funds or budgeted contingency funds which represent more than one percent (1%) of the approved operating budget if approved by the Congregation.
- 3) Protect use of dedicated reserves only for their defined purpose.
- 4) Ensure the timely settlement of payroll and accounts payable.
- 5) Protect against material deviations from line item amounts established in the approved operational budget.
- 6) Only end the fiscal year with a deficit if approved by the Board.
- 7) commit to expenses only within the current fiscal year budget.
- 8) Only acquire, encumber or dispose of real property if approved by the Congregation.
- 9) Be timely in the pursuit of receivables.
- 10) Maintain a financial internal controls policy, including but not limited to
  - a. segregation of duties
  - b. proper authorization
  - c. adequate documentation and records
  - d. independent checks and audits when requested by the Board.
- 11) Insure procedures for reviewing, approving and reimbursing expenses incurred by members and staff on behalf of the Congregation are followed.
- 12) Protect Congregational funds and accounts against actions or decisions that endanger the Congregation's tax-exempt, not-for-profit status under federal and state laws.
- 13) In regard to the Minister's Discretionary Fund (MDF), the Minister & Treasurer shall
  - a. Use the MDF as part of the church's ministry to members and beyond as deemed appropriate by the Lead Minister.
  - b. Prohibit use of the MDF for the direct or indirect benefit of the Lead Minister, the Lead Minister's family or church staff.
  - c. Not allow use of the MDF for any item already covered in the church operating budget.

#### **Policy 4.5: Asset Protection**

The Lead Minister shall protect the Congregation's assets and property. To this end, the Lead Minister shall :

- 1) Maintain appropriate policies for risk management, safety and security.
- 2) Maintain policies to protect and respect intellectual property, information and records, both paper and electronic.
- 3) Not accept any gift that:
  - a. violates the terms of the Church's bylaws, stated mission or ends statements.
  - b. is expected to incur administrative costs exceeding the value of the gift, or would be excessively burdensome to administer.

- c. is offered with the restriction that retention is not at the pleasure of the Church.
- d. is use-restricted without disclosing to the donor(s) and documenting the terms of acceptance prior to accepting the gift.
- 4) Provide timely notification to the Board of material losses incurred.
- 5) Adequately insure the Congregation, in consideration of Texas law, against
  - a. theft and casualty loss at less than replacement value
  - b. Congregational liability and personal liability of Board members and staff relating to Congregational business.
- 6) Protect buildings, grounds or equipment against improper wear and tear, insufficient maintenance, or environmental degradation
- 7) Provide for building security.
- 8) Protect the Congregation's public image and credibility.

**Policy 4.6: Asset Utilization**

The Lead Minister shall devote Congregational assets only to endeavors that support Ends policies, Strategic goals, the Annual Plan or are otherwise are congruent with Unitarian Universalist Principles and Values. To this end, the Lead Minister shall:

- 1) Develop and implement procedures for building usage by members, staff and by others, including fund-raising events, that are consistent with the Congregation's Mission, and the Board's Ends policies, that give priority to use by members and staff, and that protect the integrity and cleanliness of the building and the surrounding area.
- 2) Develop and implement operating procedures that permit the fullest practical use of the church buildings by persons with disabilities.
- 3) Insure procedures for reviewing, approving and reimbursing expenses incurred by members and staff on behalf of the Congregation are followed.
- 4) Protect Congregational funds and accounts against actions or decisions that endanger the Congregation's tax-exempt, not-for-profit status under federal and state laws.

**Policy 4.7: Grants and Contracts**

The Lead Minister shall only enter into contract arrangements on behalf of the Congregation that are funded by the Congregational approved operating budget. Accordingly, the Lead Minister shall:

- 1) Inform the Board with sufficient prior notice of any plan or decision to solicit or terminate a grant or contract that will have a significant impact on programs or that will be in effect for more than a year.
- 2) Adequately assess the qualifications and capacity of a grantor or contractor to fulfill their responsibilities as identified in a grant or contract.
- 3) Administer a grant or contract in a business-like manner that will avoid the appearance of favoritism.

**Policy 4.8: Emergency Succession**

In order to protect the Church and Board from sudden loss of Minister services, the Lead Minister shall designate and inform the Board of at least one other person familiar with Board and Lead Minister issues and processes, insofar as they pertain to these policies and limitations.

**Policy 4.9: Communication and Support of the Board**

The Lead Minister shall insure that the Board is appropriately informed and supported in its work. Accordingly, the Minister shall:

- 1) Submit information required by the Board in a timely, accurate, and understandable fashion.
- 2) Inform the Board of anticipated adverse media coverage, material external and internal changes.
- 3) Report in a timely manner actual or anticipated non-compliance with any policy of the Board.



## FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO Leadership Development Committee Charter

### **Introduction**

The Leadership Development Committee (LDC) is dedicated to preparing a slate of qualified church members for leadership roles within the congregation. This slate addresses open positions on several committees, including the Board of Trustees, the LDC itself, the Committee on Shared Ministry, the Stewardship Committee, the Trust Fund of Endowments, and the Community Responsibility Endowment Fund. In addition, the LDC is responsible for recommending volunteers to serve as chairs of other church committees.

### **Process for Presenting the Leadership Slate**

Each April, the LDC presents its slate of candidates to the Board of Trustees for review. Following this, the finalized slate is shared with the congregation at least 14 days before the annual congregational meeting, which usually takes place in May. During this meeting, the congregation votes on the church's leadership for the upcoming year.

### **Inviting Member Recommendations**

All congregation members are encouraged to submit recommendations for leadership roles to the LDC. As the slate is being finalized, suggestions from members are particularly welcome and appreciated.

### **Leadership Position Requirements**

Some leadership positions have best practice requirements, which should be met whenever possible or at least considered in the selection process. For example, the Vice President is expected to step into the President's role when possible. Officers of the Board (President, Vice President, Secretary, Treasurer) should have previously served as At Large members of the board before becoming officers. The Treasurer must possess a solid understanding of accounting and financial matters. At Large members are ideally individuals who have participated in other church committees and have served as committee chairs. All officers and board members should have a working knowledge of church committees, governance, and general church operations.

### **Other Leadership Roles**

Other leadership positions primarily require a willingness to serve and an interest in the committee. For instance, the Membership and Social Justice committees currently do not have

volunteers willing to act as chair for next year. Ideally, members of these committees would step into the chair role, but this is not always the case.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Stewardship Committee Charge & Charter**  
**February 2024**

The Stewardship Committee of First Unitarian Universalist Church of San Antonio is charged with building a culture of generosity and communicating progress with the congregation, the Board of Trustees, and the Lead Minister.

The Stewardship Committee is tasked with communicating to the congregation monthly, keeping them engaged, and informed, on Stewardship goals, activities, and continued reminders on reasons for giving. This is to include not only what the congregation is committing to with our contributions, but also what we want to invest in if the necessary funds are raised.

The Stewardship Committee is responsible for planning, and executing, the annual Stewardship Drive.

**Stewardship Charter**

The goal of the Stewardship Committee is to invite and inspire members of the congregation to generously invest gifts of time, talents, and treasure within our congregation and the UU faith. In accordance with the church's by-laws, the Stewardship Committee has the authority to plan and conduct the stewardship campaigns of the church in consultation with the Board of Trustees and in collaboration with the Minister.

**Responsibilities of the Committee Chair:**

1. Oversee development & execution of Stewardship Campaign in consultation with Board and in collaboration with the Minister
2. Create timeline for Stewardship Campaign & coordinate scheduling of key stewardship-related activities with Minister & relevant Coordinating Team Committees
3. Attend Finance Committee to:
  - receive input on budget priorities for coming fiscal year to inform goals/messaging for Stewardship Campaign
  - provide timely updates & report on actual and anticipated pledges to guide development of budget for coming fiscal year
4. Coordinate documentation of annual pledges with office manager
5. Monitor & report success of annual Stewardship Campaign to Board and congregation

6. Consult as needed with Membership and Member Care regarding status of members/friends who do not initially respond to Annual Stewardship Campaign
7. Recruit committee members & facilitate meetings.
8. Oversee training of Stewards
9. Monitor committee budget
10. Prepare Annual Report
11. Work with UUA Consultant and church leadership to improve stewardship culture, processes, and outcomes.
12. Review and update Charter and Job Description annually.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Committee on Shared Ministry Charter**  
**Approved April 13, 2026**

The Committee on Shared Ministry (COSM) exists to help strengthen the quality of the church's shared and mutual ministries. In accordance with the church's by-laws, COSM is charged with serving as thought partners to the Lead Minister and as an internal think tank for the congregation. COSM may assist the Board with regular assessments of the congregation's mission and how the core program areas of the church (Leadership, Religious Education, Worship, and the Congregational Committees) align with the church's stated vision and mission.

**Responsibilities of the Committee Chair:**

1. Coordinates and facilitates monthly COSM meetings.
2. Solicits agenda items from the Committee members, the Lead Minister, and the Board liaison prior to meetings.
3. Sends meeting reminders to members.
4. Sends meeting announcements to the Congregational Administrator for congregational announcements.
5. Attends the monthly Coordinating Committee meetings

**Responsibilities not belonging to COSM**

1. Per the Healthy Relations Policy, COSM is not responsible for conflict resolution.
2. Per the Congregational and Lead Minister Assessments Policy, COSM is not responsible for evaluating the performance of the Lead Minister.



**First Unitarian Universalist Church of San Antonio  
Healthy Relations Policy Charter & Policy  
Revised April 13, 2026**

**BACKGROUND**

It is not surprising that at First Unitarian Universalist Church of San Antonio, which is a community of diverse cultures, ideas, and opinions, conflict may arise from time to time between members, staff, and ministers. Unresolved differences of opinions or misunderstandings can lead to prolonged conflict and threaten healthy connections within our church. How we address conflict proactively can strengthen the trust, respect, and cooperation that is essential to the well-being of our congregation.

Conflict presents an opportunity to generate new ideas and creative solutions, which can result in positive outcomes. While not all conflict can be resolved, conflict engagement is a process that can, at the very least, lead to mutual respect and understanding.

We preface this proposal with the common-sense wisdom that we should all adhere to the Unitarian Universalist Shared Values and the First UU Community Agreement (attached), exhibiting behaviors that enhance the dignity and inherent worth of all participants. Each person, regardless of their role in the church, is expected to live in this covenant within the context of their relationship with the church community.

**HEALTHY RELATIONS CHARTER AND POLICY**

This policy establishes the Healthy Relations Committee (HRC), whose purpose is encouraging congregants of First UU San Antonio to communicate with each other in ways that promote our Shared UU Values and our commitment to non-violence and compassion. The HRC's task is to help the disputing parties come to their own resolution to the issue or issues.

The HRC is a committee of the Board. It is comprised of up to three members appointed by the Board with the advice of the Lead Minister and Committee on Shared Ministry. The HRC will moderate facilitated conversations between those in dispute in an effort to reach an understanding, and possible resolution. If an agreement cannot be reached, the HRC will facilitate the parties' finding appropriate resources for further conversation. Any member or friend of First UU may reach out to the HRC for assistance.

Because of the confidential, vulnerable nature of the work, the HRC should meet regularly with the Minister for support and guidance. The HRC is not otherwise required to hold regularly scheduled meetings, but is encouraged to periodically promote awareness of the congregation's Community Agreement, healthy conflict resolution, and the HRC. Members of the HRC may choose to meet any time to consult on issues as needed.

The Healthy Relations Committee is the recommended conduit for congregants seeking guidance on or assistance with interpersonal conflicts within the church. This process is the mechanism for ensuring conflicts are addressed appropriately, safely, and securely.

### **Recommended Approaches for Conflict Engagement**

#### **Direct Engagement:**

When encountering conflict, members and friends are encouraged to bring it directly to the other parties involved and refer to the Community Agreement as a guide to healthy, productive communication and engagement. If a person feels unsafe bringing concerns directly to another, they are encouraged to ask another person, or a member of the HRC, to go with them. The member can also request that an HRC member arrange a meeting between the parties involved.

If a conflict cannot be resolved through direct engagement and remains unresolved, the congregant is encouraged to reach out to the HRC, which can identify the next actions. Any member of the HRC may be contacted.

#### **Facilitated Conversations:**

If a member approaches the HRC with a dispute/issue and the HRC determines that facilitated conversation would be helpful in managing the conflict, the committee will assist in arranging a meeting with all parties to the dispute. Any member of the HRC committee may facilitate a discussion about a dispute/issue. There may also be qualified individuals among the church membership who may volunteer to help the church resolve disputes. In addition, an appropriate church staff member, including the minister, may act as facilitator, but only if they themselves are not parties to the conflict. (NOTE: Facilitators are neutral individuals with no conflicts of interest, who facilitate respectful communication among parties in dispute, and who maintain confidentiality.) The person who acts as facilitator will be agreed upon by all parties in the dispute/issue.

NOTE: Requests for assistance from the HRC are confidential, and details will not be shared without the explicit permission of the person(s) involved in the conversations. If the HRC member believes it is important to discuss the issue with other members of the HRC, they will ask permission to do so. Exceptions to confidentiality would be made in cases that might involve illegal activity, including abuse or maltreatment of a child or other vulnerable person (see section on Special Circumstances below). HRC members themselves are not expected to resolve conflicts, but rather to help identify appropriate courses of action.

It should also be noted that the process should be flexible to allow for dealing with different situations and different personalities. There is no "one size fits all" healthy relations process.

**If the initial facilitated conversation does not manage the issue:**

If a conflict cannot be managed successfully, or in cases where, in the opinion of the HRC, the conflict warrants involvement of the church leadership, the HRC will refer the matter to the Lead Minister or the Board President for further action, depending on the circumstances.

**Dispute with a Staff Member:**

Any dispute with a staff member will be referred to the staff member's supervisor. If a staff member has a dispute with a supervisor and wishes to file a grievance locally, the Board may convene an ad hoc task force to investigate.

**Dispute with the Lead Minister:**

A dispute with the Lead minister will be handled the same way as a dispute among members. If it cannot be resolved through direct engagement, the congregant can approach the HRC, which can then bring the issue to the UUA regional Congregational Life Staff for consultation in accordance with UUA governing procedures if appropriate. In the case of disputes between the minister and the Board, guidelines outlined in the UUA ministerial agreement will be followed.

**Special Situations**

For disputes related to misunderstanding of lines of authority or policy, the Healthy Relations Committee is encouraged to refer the congregant to the Board President (or consult with the Board President if helpful to clarify governance or related policies, which could occur while maintaining confidentiality). If needed, the Board President may consult with the full Board if existing Church bylaws or policies may have been violated or are unclear.

In the case of behavior by adults while on First UU property or at an off-site First UU-sponsored event that involves:

- Perceived threats to the physical or emotional safety of any adult or child
- Disruption of church activities,
- Diminishment of the church's appeal to its potential or existing membership, or
- Sexual harassment

Please see First UU's [Disruptive-Behavior-Protocol](#) on the First UU website. Behavior judged by the Lead Minister to constitute a serious covenant breach must be reported to the Board President. Furthermore, the Lead Minister shall alert the Board President and/or the Committee on Shared Ministry to any dispute that threatens to spill over into the wider congregation and create divisions.

In the case of suspected abuse of a minor or other vulnerable person, please refer the child and youth safety policy.

Any member of the congregation or staff who believes that a minister, religious educator, music leader, or other staff member credentialed by the UUA has engaged in professional misconduct is encouraged to contact the Minister and/or the Board President. Members may, however, contact the UUA's Office of Ethics and Safety directly. Permission does not need to

be obtained from the Healthy Relations Committee, the Minister, or the Board to contact the UUA. Depending on the circumstances, the UUA may refer the member back to church leadership or open a formal investigation (<https://www.uua.org/misconduct>).

### **Our Community Agreement**

In order to establish and maintain a sanctuary of safety and trust, these aspirational guidelines for our behaviors with each other have been created from our own experiences and for our own benefit. It is understood that our commitments may be made, broken and restored as a part of our process of growth.

#### ***Support our mission:***

- Model kindness to promote justice, equity and compassion
- Share time, talent and treasure
- Honor our past, embrace change, and celebrate successes

#### ***Communicate thoughtfully with others:***

- Practice patience and look for good intentions in each other's action
- Learn from and listen to each other
- Speak honestly from our own experiences and perspectives
- Respect the personal nature of comments that others may share

#### ***Honor differences:***

- Resist making assumptions about one another
- Work toward forgiveness whenever we fall short of expectations
- Speak directly to each other or request mediation to negotiate misunderstandings
- Welcome the diversity among us with curiosity, acceptance and empathy

Adopted by the Board of Trustees and accepted at the May 2021 Congregational Meeting.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Personnel Committee Charter**  
**Approved May 17, 2026**

The Board of Trustees of the First Unitarian Universalist Church of San Antonio charters the formation of a Personnel Committee. The Personnel Committee will hold the responsibility and authority to monitor and advise the Board of Trustees on personnel matters, including staff compensation within UUA fair compensation guidelines; compliance with all federal, state and local labor laws; and any rules for participating in Insurance and/or Retirement programs. The Personnel Committee will make decisions that are resonant with Unitarian Universalist values and the church's stated vision and mission. The Personnel Committee will be accountable to the Board of Trustees.

The Personnel Committee will consist of a TBD number of voting members. All voting members must be members in good standing of First UU.

**Potential Responsibilities**

- Assists the board in developing and updating personnel policies, including policies and procedures for staff grievances and conflicts.
- Assists in developing job descriptions.
- Assists the board in keeping an up-to-date [personnel manual](#).
- Can help developing [staff assessment tools](#) and reminding supervisors about the assessment schedule.
- Ensures that personnel files are maintained and kept confidential and secure.
- Ensures that the congregation is in compliance with applicable laws as an employer.
- Ensures that the congregation is in compliance with applicable rules for insurance and retirement plans.
- Researches and makes recommendations for fair staff compensation (salary & benefits).
- Researches and makes recommendations for fair hiring practices.

**Responsibilities not belonging to Personnel Committee**

- The Personnel Committee would have no role in hiring or discharging.
- The board would reserve the authority to form an ad-hoc task force to investigate any staff grievances. The personnel committee should not hold that authority



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Revised Charge to the Capital Campaign Committee**  
**Approved August 16, 2023**

**The Capital Campaign Committee (CCC) is charged with the following:**

1. Establish CCC Chair(s). Although responsibilities may be shared collaboratively between two or more individuals, a Chair or Co-chairs should be identified who will be responsible for communicating with the Board, advocating for the committee, coordinating CCC activities, and overseeing committee meetings.
2. Recruit and train additional volunteers as needed to:
  - a) lead or serve on subcommittees of the CCC
  - b) solicit gifts from other members of the church, family, and friends
3. Revise and update campaign strategy based on response to the initial roll-out of the campaign.
  - a) Maintain relationships and communication with current donors
  - b) Continuously invite new members and challenge existing members who have not previously committed to support the campaign
  - c) Develop and implement a donor recognition strategy
  - d) Create ribbon-cutting and related promotional events to advertise the fruits of the campaign to the congregation
4. Keep the Minister, Board, and Administrative Staff informed about the progress of the campaign, especially new financial commitments or changes to existing commitments, and help to monitor the accuracy of Capital Campaign commitments entered in Breeze. The CCC will collaborate with the Ministers, Administrative Staff, Facilities Team (i.e., Maintenance & Repair, Grounds, Green Team, & Aesthetics Committees), and Board to help communicate the status of capital improvements resulting from the Capital Campaign.

**Meeting and Reporting**

The Committee will meet as it sees fit to accomplish its work. It will report to the Vice President of the Board.

**Additional Authorities**

The Committee must submit an annual budget request to the Board to spend funds from the CCC reserve to support the ongoing campaign. Proposed budgets should be submitted by January at the beginning of each Calendar Year.

**Commitment**

The CCC will continue its work from CY2023 to CY2025. Committee members may be replaced as needed; resignations or departures should be reported to the Board so that assistance can be requested from the Leadership Development Committee to help identify replacements if needed.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Financial Policies**  
**Revised August 16, 2023**

**Proactive Measures**

The Minister (as employee supervisor) shall oversee/monitor the quarterly pledge statements to congregants to ensure they are a complete, understandable and timely work product.

The Minister, through their staff, shall provide a quarterly report to the board on pledge payments, to include a review of the manner in which current year pledge payments are being tracked.

Pledges being made by congregants 85 years and older should be identified as “at risk” and that amount should be added to the “uncollected pledges” budget line each year in addition to the general formula for uncollected pledges.

Each year the uncollected pledge percentage formula will be adjusted to more accurately reflect out of area moves by congregants, resignations and deaths.

After receipt of the mid-year financial statement in November of each year, the Board shall make an intentional decision on whether a budget adjustment is needed for the second half of the year; particularly if membership resignations have occurred or if anomalous expenses have arisen which threaten the budget.

**Reactive Measures**

If at any time a deficit of more than 5% of the budget occurs, as reported on the Profit & Loss Statement, the Treasurer will call a special meeting of the Minister, Board President, Stewardship Chair and Finance Committee members, who will be notified of the following, “A deficit of 5% or more has been reported on the Profit and Loss statement. The congregation has received that detailed information electronically and shared by email. The statement is attached here as well. *A meeting is being called for tomorrow \_\_ (date) \_\_\_\_\_ at 7 pm via Zoom to discuss the deficit and identify appropriate actions to be taken.*”

This trigger, of an immediate special meeting, should cause the following individuals to recognize the imperative nature of the issue:

- a) the Minister (charged in the Governance Limitations with not allowing a deficit budget),

- b) Stewardship Chair (to determine where the coming year vulnerabilities to the pledge campaign may lie),
- c) the Board President (some actions may require board vote), and
- d) the Finance Committee - chaired by the Treasurer



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Directed Pledges Policy**  
**(Approved February 18, 2009)**

All funds collected as part of the annual Stewardship Campaign will go into the annual operating budget of the church. Congregants cannot direct the specific use of their pledge dollars. However, additional donations may be made for specific non-budget items, endowments, or future capital campaign, over and above pledge contributions. (policy enacted by the board of trustees, 02-18-2009)

Please consult the Gifts policy for information about specific tangible or nontangible gifts. <http://uusat.org/wp-content/uploads/2014/07/Gifts-Policy1.pdf>



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Gifts Policy**

Passed by the Board on 12/18/2014 as an addendum to the governance policy "Senior Minister Limitations, now known as Lead Minister Guidance"

Gifts are solicited and received by the Lead Minister for the benefit of the church and will be used in accordance with the church's bylaws and stated mission. Gift can include, but are not limited to: cash, marketable securities, real estate, fine art, vehicles, or other tangible personal property.

1. The Lead Minister shall not accept any gift which:
  - a. Violates the church's bylaws or stated mission or end statements
  - b. Is expected to incur administrative costs exceeding the value of the gift, or would be excessively burdensome to administer;
  - c. Is offered with the restriction that retention is not at the pleasure of the church;
  - d. Is offered in payment of, or in lieu of, a pledge.
  
2. The Lead Minister shall not fail to bring to the Board for its approval, any gift that falls within any of the following categories:
  - a. Permanently restricts gifts of any amount with the exception of donations to existing funds;
  - b. Tangible personal property valued at over 1% of the church's total operating budget;
  - c. Life insurance policies or real estate;
  - d. Gifts involving trusteeship, fiduciary, or other legal duties;
  - e. Use restricted gifts which are intended to be used within 12 months following their receipt
  - f. Undesignated gifts in the amount over 2% of the operating budget.
  
3. The Lead Minister shall not fail to disclose to the donor(s), and document the terms of acceptance, for any use-Restricted Gifts prior to accepting such gifts.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Restricted Use Gift Acceptance Policy / Reserve Policy**

Approved April 21, 2021

**I. Purpose of Policy**

This purpose of this policy is to articulate the policies of the First Unitarian Universalist Church of San Antonio (FUUCSA) acceptance of charitable gifts other than for (1) pledges towards the annual operating budget or (2) payments towards a capital campaign, or (3) gifts to the Endowment or Community Responsibility Trusts. This policy explains how to determine if a Restricted Use Gift fits the criteria below, how to handle exceptions, and who is responsible for administering the gift.

**II. Overview**

In general, it is the policy of FUUCSA to accept all gifts that:

- Fit within our mission and vision, and
- FUUCSA is capable of administering

FUUCSA reserves the right to decline gifts which are either too restrictive in purpose, or too difficult or costly to administer, or for purposes outside our missions.

**III. Definitions**

- A. Restricted Use Gift - the donor specifically designates their gift to a particular project, purpose, or capital need.
- B. Unrestricted Use Gift – any gift other than a Restricted Use Gift as defined above.

**IV. Gift Acceptance Guidelines**

A. Gift Acceptance:

- i. FUUCSA may accept assets of all types, including gifts of cash, marketable securities, interests in real estate, and tangible and intangible property.
- ii. In considering whether to accept a Restricted Use Gift, the Board shall follow the additional guidelines below.
  - 1. There shall be a written agreement between the donor and FUUCSA regarding the intended use of the gift unless the gift is made by testamentary bequest or trust distribution and is accepted after the death of the donor. See last page for Reserve Fund Donation Form.

2. The written agreement shall document the donor's commitment for the gift, the timeframe for contribution(s) of the gift, and the donor's intended use of the funds.
3. The written agreement shall state the date by which the Restricted Use Gift must be fully expended (the End of Use Date). If no date is specified, then FUUCSA assumes that End of Use Date is two (2) years from the date the gift is received.
4. The written agreement shall state that once the End of Use Date has passed, any remaining balance or value will automatically transfer to the general fund. The Board will then designate usage of any remaining balance or value.
5. Acceptance of gifts outside the scope of this policy requires the approval of the Board, which shall thereupon consider amending or revising this Policy to include provisions dealing with such gifts.

**V. Additional factors to consider when determining whether to accept a Restricted Use Gift.**

- A. Values: whether the acceptance of the gift compromises any of the core values of FUUCSA
- B. Compatibility: whether there is compatibility between the intent of the donor and FUUCSA's use of the gift
- C. Public Relations: whether acceptance of the gift could damage the reputation of FUUCSA
- D. Primary Benefit: whether the primary benefit is to FUUCSA, versus the donor
- E. Form of Gift: Is the gift offered in a form that FUUCSA can use without incurring substantial expense or difficulty?
- F. Effect on Future Giving: Will the gift encourage or discourage future gifts?
- G. Administration: Whether the restrictions on the gift are difficult or costly to administer.

FUUCSA reserves the right to decline gifts that are too restrictive in purpose, too difficult or costly to administer, or for purposes outside of our missions.

## **VI. Assets Accepted as Restricted Use Gifts:**

A. FUUCSA will consider accepting all asset types as Restricted Use Gifts, including cash; marketable securities; interests in real estate; tangible personal property; and intangible personal property (such as copyright interests or life insurance).

- i. Cash: As a general rule, FUUCSA will accept cash for Restricted Use Gifts
- ii. Marketable Securities, Tangible or Intangible Personal Property: As a general rule, FUUCSA will accept these assets as Restricted Use Gifts once we have determined that the assets are readily marketable (publicly-traded or otherwise marketable without substantial restriction).
- iii. Interests in Real Estate: Gifts of interests in real estate may be accepted only with the approval of the Board. As a general rule, real estate or other interests in real property (leaseholds, life estates, easements, etc.) will be accepted only if:
  1. The property has no significant environmental concerns as determined by an outside consultant agreeable to both the donor and FUUCSA, or the cost of cleaning up any environmental concerns has been determined and found acceptable by the Board;
  2. The property has been physically inspected and evaluated by appropriate qualified experts of FUUCSA's choosing;
  3. The property has no mortgage, lien, or other encumbrance, such as leasehold or life estate interests or easements benefiting other parties, that would significantly diminish the asset's value or cause ownership or management to be costly or an administrative burden;
  4. FUUCSA has evaluated and approved the property based on other relevant criteria, including but not limited to: present market value based on an appraisal as determined by an appraiser agreeable to both the donor and FUUCSA within the last 12 months; marketability; cost of acquisition; income potential while the property is held; zoning; appreciation/depreciation potential; maintenance and repair expense; loan expense; property taxes, unrelated business income tax and other possible tax implications; marketing, commission and closing costs for a future sale; improvement, renovation or retrofitting costs; safety, other liabilities and appropriate insurance costs;
  5. The title and transfer documents are satisfactory to FUUCSA; and
  6. For gifts subject to a retained life estate, the donor or primary life beneficiary shall be responsible for all expenses other than capital expenditures during the life tenancy, including but not limited to maintenance, real estate taxes, assessments and insurance.

- iv. Closely-Held or Restricted Securities or Limited Partnership Interests: As a general rule, gifts of closely-held or restricted securities or limited partnership interest will be not be accepted. FUUCSA will evaluate each such proposed gift on a case-by-case basis using criteria relevant to the proposed gift.

## **VII. FUUCSA's Responsibility to Donors**

A. Commitment to a Donor-Centered, Philanthropic Approach: FUUCSA, its staff and volunteer representatives shall endeavor to assist donors in accomplishing their philanthropic objectives in a donor centered way. In many circumstances, this may involve the donor's professional advisors, as charitable support is often integrated with a donor's overall tax, estate and financial planning.

B. Confidentiality and Anonymity: Information concerning all transactions between a donor and FUUCSA shall be made available only to church personnel with a need to know in the performance of their official functions; otherwise, such information shall be held by FUUCSA in strict confidence and may be disclosed only with the permission of the donor or the donor's designee. FUUCSA shall respect the wishes of any donor offering anonymous support and will implement reasonable procedures to safeguard such donor's identity.

C. Ethical Standards: FUUCSA is committed to the highest ethical standards. FUUCSA will not participate in gift discussions if there is a question as to the title/ownership of the asset or the donor's legal competency to transfer an asset.

## **VII Legal Considerations**

"Limitation of Liability. No member, employee or volunteer of FUUCSA shall have any liability under this Agreement except as expressly provided in this Agreement

A. Legal Compliance: FUUCSA shall comply with all local, state and federal laws and regulations concerning all charitable gifts it encourages, solicits or accepts.

B. No Legal, Tax and Financial Advice: FUUCSA shall inform prospective donors that it does not provide, legal, tax or financial advice, and shall encourage prospective donors to discuss all charitable gift planning decisions with their own advisors before entering into any commitments to make gifts to FUUCSA.

C. No Endorsement of Providers: FUUCSA shall not endorse legal, tax or financial advisors to prospective donors.

D. Payment of Fees: It will be the responsibility of the donor to secure an appraisal (where required) and to pay for the advice of independent legal, financial or other professional advisers as needed for all gifts made to FUUCSA.

- E. No Preparation of Legal Documents: FUUCSA shall not prepare legal documents for execution by donors.
- F. No Finder's Fees or Commissions: FUUCSA shall not pay fees to any person as consideration for directing a gift by a donor to FUUCSA.
- G. Service as Executor or Living Trust Trustee: FUUCSA will not agree to serve as executor of a decedent's estate or as trustee of a living trust or other trust intended to serve as a person's primary estate planning document.



**RESTRICTED USE GIFT ACCEPTANCE POLICY  
Reserve Fund Donation Form**

Name for Reserve Fund:

Account #:

Purpose of Reserve Fund:

Date Established:

Estimated date Reserve Fund should be completed:

Disposition of any monies remaining at completion:

Responsible Ministry:

Form completed by:

Date:

Note: If no estimated date Reserve Fund should be completed is specified, then FUUCSA assumes that End of Use Date is two (2) years from the date the gift is received.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Policy for the Administration of Capital Campaign Funds**

Approved 8.16.2023

- A. Future Capital Campaign funds will be expended as prioritized by the Board of Trustees to improve and enhance the First UU campus for use by congregants and visitors, while balancing deterioration of current physical assets, security needs, energy efficiency concerns, and potential for generating rental income.
- B. Capital Campaign income (through commitments or one-time gifts) and Capital Improvement expenditures shall be reported to and reviewed by the Board of Trustees at least quarterly so that priorities may be reconsidered or updated as conditions change.
- C. Consistent with Policy 2.10 (Financial Planning & Investments), capital improvement expenditures should not exceed actual capital reserves at this time. Contracts and/or capital expenditures of \$5,000 or more must be pre-approved by the Board of Trustees.
- D. Recommendations from assigned project leads ideally should be based on two or more bids from qualified contractors (at least half of whom should be minority- or woman-owned).
- E. Informative updates and opportunities for continued giving should be provided on a regular basis to the Congregation, especially new members. Statements should be provided at least semi-annually to all who have committed and/or contributed to the Capital Campaign.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Copyright Policy**

Adopted by Board vote 12/27/2022  
Revised by Board vote on 1/18/2023.

**This policy governs the use of copyrighted works at Church-sponsored activities.**

**Intent.** Any use of copyrighted works in connection with church-sponsored activities must be conducted in accordance with applicable copyright law. Works that may be subject to copyright protections and licenses include music, recorded performances, written works, videos, and movies.

**Definition.** A “church-sponsored activity” includes worship services and all meetings/events held on the First UU campus directly sponsored by the church or its members. The term includes non-members who are renting or using space for a private event such as a wedding or party. Church-sponsored activities also include off-campus events such as covenant groups and circle suppers attended by members in private homes. The definition applies to activities regardless of the day or time of the meeting.

**Copyrighted Materials Covered by Church License.** The church will purchase one or more blanket licenses to cover church-sponsored use of music, written works, videos, and movies. The list of titles included in the blanket license will be available online from the licensing companies.

**Copyright Exception.** Copyrighted readings and live or recorded music may be used for live or live-streamed worship services and for Religious Education classes without a license as such works come within religious exceptions to the copyright laws. Copyrighted videos and movies may not be used in live settings without licensing permission.

**Copyrighted Materials Not Covered by Church License.** If a copyrighted material is to be used by any person or group during any church-sponsored event or activity or in any publication or communication, and the copyrighted material is not a part of the blanket license(s) or subject to religious exceptions within applicable copyright law, it is the responsibility of the event organizer(s) to secure any necessary rights to use the material and to provide appropriate written documentation of the authorization to the Church Administrator at least 48 hours prior to use.

**Copyrighted Movies and Videos Not Covered by Church License.** Permission to show movies or other video must be obtained by the group sponsoring the showing (unless these permissions are included in a blanket license). Appropriate written documentation must be provided to the Church Administrator not later than 48 hours prior to use. Commercial video may be used if the sponsoring group has contacted the copyright holder, obtained permission and/or paid any required fees for the use of the video. Fees must be paid from the sponsoring group's budget or another payment source. No planned showings of movie or video titles may be listed on the official church calendar, website, Facebook page, or other communications until the necessary rights have been obtained and submitted in writing to the Church Administrator. **In some instances, video titles may not be used online regardless of paying a usage fee.** Ask the copyright holder at the time of receiving permission/paying a fee if your use includes advertising the video on the church website. Remember to get the approval in writing.

<https://www.uua.org/publications/copyright-primer-for-congregations#:~:text=FAQs%20about%20Copyright%20Law%20for,used%20in%20a%20temporary%20way>



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Buildings & Grounds Modification Policy**  
**Approved May 2018**

To improve communication and coordination of campus-wide projects involving all changes to First UU buildings and grounds, the following policy has been developed for use by all committees, church groups, and congregants.

New projects involving changes to any of the church buildings and/or church grounds must be reviewed and approved by the Facilities Team prior to implementation. The Facility Team encourages submission of all varieties of project ideas. Typically the Team looks to approve all projects unless there is a significant aspect of implementation and/or sustainability that needs further attention.

Consideration for project approval will be based on information provided on the “Buildings & Grounds Modification Request” form, available online at the First UU website which will include:

- goal/purpose of the project relative to church Mission and Ends
- description of material and labor costs
- specific timeline for implementation
- guidelines for sustaining the project once implemented, including:
  - ability to meet expected continuing costs needs
  - person hours and labor source needs for continued operation.

Request form shall be submitted to the Chair of the Facilities Team and to the First UU Office Manager. The Office Manager will inform Minister prior to review by Facilitates Team for feedback and comments.

Requests will be reviewed by the Facilities Team at their next regularly scheduled meeting. The requester may be asked to be present at the Team meeting at the time of review. Address questions to either the Facilities Team Chair or the Office Manager.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Membership Policy**  
**Approved by Board February 15, 2023**

Membership requirements of First UU San Antonio are defined in Article IV of the bylaws. Per Article IV 1.D, additional requirements or exceptions for membership shall be determined by the Board and set down in the policies of the church. This policy is intended to clarify and standardize processes and reporting requirements concerning membership and related categories of affiliation.

**Membership requirements:** In addition to the membership requirements listed in Article IV of the Bylaws, anyone who wishes to become a member of First UU San Antonio should either meet with the Senior or Assistant Minister and/or attend the new member class UU101. This requirement may be waived by the Senior or Assistant Minister if the person is transferring their membership from another UUA congregation, is a former member of First UU San Antonio, or has been an engaged non-member of First UU San Antonio more than one year.

**Eligibility to Vote:** As stated in the bylaws in Article IV, Section 3, the President of the Board of Trustees shall certify the list of members eligible to vote at least annually and at least eight (8) days prior to any congregational meeting or vote. Any member who has paid all or part of their pledge for the current fiscal year within the preceding twelve (12) months shall be eligible to vote. Emeritus members, who are not required to provide annual financial support, will be counted among those eligible to vote.

Per the bylaws, members between the ages of 14 and 17 are exempt from pledge requirements until they reach 18 years of age but are conferred all rights and privileges of adult members. These younger members will therefore be certified as being eligible to vote if they have fulfilled all other requirements for membership.

A list of members eligible to vote will be provided to the President of the Board of Trustees for certification. If there are questions or uncertainty about the eligibility of any individuals, the President will consult with the Senior or Assistant Minister and/or Chair(s) of Stewardship and/or Membership Committee as appropriate.

The certified list of members eligible to vote shall be publicly posted at least eight (8) days prior to an official meeting of the congregation. Anyone affiliated with First UU San Antonio who

believes that their omission from the eligibility list is incorrect (e.g., due to a clerical error), may request a check of records and correction if indicated. The results of any vote reported to the congregation will include the number of certified voters.

All Officers and At-Large Trustees of the Church, members of the Committees of the Board of Trustees, members of the Committees of the Church, and Chairs of the Program Committees, shall be voting members of the church.

**Certification for Annual Program Fund Contributions to the UAA:** Congregational membership is included in the formula used to calculate Annual Program Fund (APF) contributions to the Unitarian Universalist Association (UUA). Membership and other information must be reported annually to the UUA through a certification process that closes on the first day of February. The number of members reported to the UUA will be certified by the President of the Board of Trustees using the same processes used for certifying eligibility to vote, with the exception that members between the ages of 14 and 17 will not be included in the APF certification number. The number of certified members will be reported annually to the Board and to the Congregation no later than February 15th. Corrections to the membership database made during the APF certification process must also be completed no later than February 15th to prepare for the annual Stewardship campaign.

**Non-Members Affiliated with First UU San Antonio:** It is in the interest of our congregation and the UUA to also acknowledge and track the number of non-members who identify with the values of Unitarian Universalism but have not yet made a commitment to membership. Using an adaptation of the guidelines suggested by the UUA, First UU San Antonio will define Friends as individuals who are involved in one or more aspects of the life of the congregation (e.g., attend worship services and/or participate in adult RE and/or enroll their children in youth RE programs), but for reasons of their own, have not yet or will not become members. These individuals may or may not pledge or make non-pledge financial contributions to First UU San Antonio. First UU San Antonio staff and leadership should continuously strive to encourage and inspire friends to become members, especially after one year of engagement with the congregation.

The following individuals will not be counted as friends:

- people served by a community justice program that otherwise have no connection to the congregation;
- attenders at events for which another organization has rented First UU San Antonio facilities;
- families whose children go to pre-school or school programs that use First UU San Antonio facilities that have no other connection to the congregation

**Withdrawal or Removal of Membership:** Per the bylaws, members may voluntarily withdraw their membership at any time and should inform the Church office of such intent. If members are moving to another city but indicate their willingness to continue pledging and stay engaged with the congregation virtually, they may continue their membership at First UU San Antonio.

As a partial or fully paid financial commitment is a requirement for membership, the bylaws state that at least once a year the Church shall inquire of members who have paid zero toward their responsible pledge in the current fiscal year beginning June 1 as to whether they wish to continue their affiliation. Because the bylaws also state that member pledges must be renewed annually, individuals who fail to respond to the Stewardship Campaign will also be asked whether they wish to continue their affiliation at the end of the public portion of the Stewardship Campaign (i.e., at the end of March). Exceptions may be made for members granted temporary waivers as described below under “Exceptions to Stewardship.”

Members who do not respond to these queries and are not making regular payments of support will have their affiliation changed from “member” to “friend” if they are still active in the life of the congregation. Individuals who do not respond to the query and who have no record of engagement with the congregation after six months will have their affiliation changed from member to former member.

Reporting for Annual Stewardship Campaign: Corrections to the membership rolls due to membership withdrawal or removal will be made at the end of the Stewardship Campaign. The following must be reported to the Board and to the Congregation at the May Congregational Meeting:

- number of pledging members and total amount pledged
- number of pledging friends and total amount pledged

**Exceptions to Stewardship:** A temporary waiver during the Stewardship Campaign may be granted by the Senior Minister to members who have previously pledged, but who do not respond during a subsequent membership campaign due to a life-threatening event for themselves or a family member, or other personal upheaval (e.g., divorce). Prior to sending out queries to members who fail to respond to the Stewardship Campaign, the Committee Chair(s) will ask the Senior Minister to review the list. The Senior Minister may recommend temporary waivers from the pledging requirement based upon knowledge of pastoral affairs, such that persons will retain their member status and voting eligibility since experience shows that many of these members continue or restart their pledging within a few months (if they do not withdraw their membership). Waivers may not exceed more than one year. The number of members who are granted waivers (but not their names) will be reported to the board and tracked by notations in the member database that only the Church Administrator, Stewardship Chair(s), and Ministers can see.

Members who have previously pledged and who continue to fulfill their financial commitment by auto-pay, and members who have a long-standing record of continuous annual financial contributions will retain their member status even if they do not formally respond each year to the Stewardship Campaign. Anticipated financial contributions of these members based upon prior year history will be reported to assist in drafting the proposed budget. The Office and/or Stewardship Chair(s) will contact these individuals if auto-payments are stopped or if financial contributions are not made within the expected time frame to clarify intentions and modify status in member database, if needed.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Affinity Group Policy**  
**Approved January 21, 2026**

The congregation affirms its commitment to affinity groups, to include their formation, meeting on campus, and providing resources that support their ministries. This commitment assures that affinity groups whose values align with Unitarian Universalism are granted secure, confidential, and respectful environments. The church will take proactive steps to ensure these groups are free from disruption, harassment, undue interference, or infringement upon their autonomy, internal agenda-setting, or identity-based membership boundaries.

**Background:**

Gathering around a shared identity is a powerful part of our Unitarian Universalist tradition. Examples include women gathering in consciousness-raising groups; youth leading vibrant circle worship; and People of Color UUs demanding our movement implement transformative shifts in our ministries. Identity-based space is a practice of Unitarian Universalist communities seeking to address the spiritual, communal, and justice needs of identity-based groups.

The purpose of gathering in affinity groups is to create a safe and brave space, defined as, but not limited to “an environment for courageous, uncomfortable, and transformative dialogue.”<sup>(1)</sup> Such spaces aim to ensure people can express their fears, pain and hopes without bystanders. This practice encourages affinity group members to re-enter mixed-identity space with greater self-awareness, less self-judgment, and confidence.

Identity-based space can be used to:

- Support processing and learning when people gather in cross-cultural community for workshops and trainings.
- Express strong emotions with less fear of retribution, which can occur when groups respond differently to shared experiences because of specific identity diversity within the larger group. (Responses include tension, conflict, and sadness.)
- Deepen spiritual growth around themes of history, ancestry, or cultural identity.
- Connect with a community that shares common experiences and history based on identity. (2)

The Board of Trustees adopted this policy to better enhance diversity within the community. The board affirms that affinity groups provide essential spaces for members to explore

identities and experiences in a focused setting. Their safety and autonomy are paramount to their well-being and to our commitment to radical inclusion.

In the name of inclusivity it may seem important that every group or activity be open to everyone. However, requirements or expectations of assimilation are a form of discrimination. The board supports historically-marginalized groups maintaining their identities. We discourage actions that suggest to affinity groups, “You can be with us, if you become like us.” This position aligns with UU Shared Values..

This policy ensures the privileges of First UU affinity groups, including, but not limited to:

- The UU Parent Group
- The Young Adults group
- San Antonio Gente Engaged in Unitarian Universalism (SAGE-UU)
- Trans & Non-binary Support Group (TANG)
- The Retired UU Women’s Group
- The Crones Group

(1) Adrienne Maree Brown, *Emergent Strategy*

(2) The first two paragraphs of the Background material draw heavily from text by Taquiena Boston which was adapted from framing for the 2015 General Assembly.



**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO**  
**Board Rules for Conduct of Meetings with Electronic Participation**  
**Approved April 17, 2024**

- 1. Login information.** The Church Administrator shall send by e-mail to every eligible voting member of the congregation, at least fourteen days before each meeting, the time and location of the meeting and URL, phone number, any access code needed to participate electronically, and instructions for voting. The Church Administrator shall also include a copy of, or a link to, these rules.
- 2. Call-in time.** The Church Administrator shall schedule a televideo conference session using a virtual meeting platform provided by the Church, to begin 15 minutes before the start of each meeting.
- 3. Meeting-room equipment.** The Church tech team will connect the meeting room's audiovisual equipment to the televideo conference sessions, at least 5 minutes before the start of the meeting.
- 4. Location of President or Presiding Officer.** The President or other presiding officer must be present in the meeting room.
- 5. Member verification.** Members who participate in the meeting electronically shall be admitted to the teleconference session by the Church Administrator or another person designated by the President after confirming their eligibility as voting members.
- 7. Quorum calls.** The presence of a quorum shall be established by the total number of eligible voting members physically or electronically present at the beginning of the meeting.
- 8. Obtaining the floor.** The microphones of all members who participate electronically will be muted. To seek recognition by the chair, these members shall use the chat function to submit a question or make a statement during open debate. These shall be read by a member of the Board.
- 9. Motions submitted in writing.** Members who participate in the meeting electronically may submit motions in writing during the meeting using the chat function. These will be read by the Board Secretary on behalf of participants.

**10. Loss of meeting-room connection.** Any business transacted while the meeting-room audiovisual equipment is disconnected from the teleconferencing session is null and void, unless the number of eligible voting members present in the room is sufficient to maintain a quorum.

**11. Other technical malfunctions and requirements.** Each member participating electronically is responsible for his or her computer or telephone connection during the meeting; no action shall be invalidated on the grounds that the loss of, or poor quality of, a member's individual connection prevented participation during the meeting.

**12. Voting methods.** All votes shall be taken electronically. Voting members shall use electronic ballots for elections or other ballot votes required under rules or ordered by the Board for annual and special meetings. The designated voting period and instructions for electronic voting shall be provided in the meeting notice. More time may be added if justified and approved by a majority of the Board. The electronic voting system, which must be auditable, accessible, and secure, must be able to verify the credentials of the voting members. The Board Secretary or other person designated by the Board will prepare the voting ballots and schedule the electronic ballot(s) to be emailed to all eligible voting members within two hours of the adjournment of the meeting. Twenty percent (20%) of eligible voting members must respond to the electronic ballot or survey for the vote(s) to be valid. Skipped questions will be counted as abstentions.