

Eno River Unitarian Universalist Fellowship

Operation Guide



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Table of Contents

Introduction.....	1
Overview of the Fellowship.....	1
Our European Roots	1
Our Covenants Unite Us	1
The Unitarian Universalist Principles	2
Our Sources.....	2
“What is a Fellowship?”	3
ERUUF’s Origins	4
Rapid Growth	4
The Fellowship Today	5
An Open System.....	5
An Overview of the Fellowship	7
Our Mission	7
Our Ends (a.k.a. “Vision”)	7
ERUUF’s Covenant	8
We’re Engaged in Dismantling Racism and	8
Creating Racial Equity and Inclusion	8
Racial equity and inclusion practices and resources:.....	9
Church Size Theory	9
Family Church (Fellowship size)	10
Pastoral size.....	10
Program Size	11
How ERUUF Is Organized Today	11
Collaborative Ministry at ERUUF.....	12
Governance and Ministry	12
Roles in the Fellowship.....	14
Members	14
Lay Leadership	14
The Board of Trustees.....	14
Coordinating Team	14
Ministers and Staff	15
Staff Partners.....	15

Staff Assistants, Coordinators, Contractors	16
Creating Teams, Task Forces	16
Team Start Up Guidelines.....	17
Ministry Groups	18
Annual Timelines	18
<i>Annual Goals</i>	<i>18</i>
<i>Evaluation</i>	<i>19</i>
Decision Making.....	19
<i>Operating Policy</i>	<i>19</i>
Communication	20
<i>Operating Policy</i>	<i>20</i>
How to Get a Good Idea into Action.....	21
Action Takes Time—by Design.....	21
RASCI Chart.....	22
Senior Staff Capsule Descriptions.....	23
Lead Minister	23
Minister for Congregational Engagement	23
Consulting Assistant Minister for Pastoral Care	23
Director of Administration	24
Director of Religious Education for Children and Youth	24
Director of Music.....	24
Congregation’s Annual Seasons and Cycles.....	25
Program Planning and Evaluation Cycle	25
Budget/ Finance Planning, Implementation, Monitoring Cycle	26
Leadership Recruitment, Development and Support Cycle.....	27
Overview of Annual Seasons and Cycles	28
Overview of Annual Seasons and Cycles in Calendar Form.....	29
Appendix.....	31
RASCI Chart.....	31
Acknowledgements	32
Sources.....	32
Congregational Governance and Growth	32
Systems	33
Religious Covenant.....	33
Dismantling Racism.....	33

Information for Group and Team Leaders.....	33
Leaders' Tool Kit	35
Practical Information	35
<i>Telephones and Computers</i>	<i>35</i>
<i>Computer/Fax/Copier Use</i>	<i>35</i>
<i>Wireless Codes</i>	<i>35</i>
<i>Copier Use.....</i>	<i>35</i>
<i>Complex Print Jobs</i>	<i>35</i>
<i>Copy Supplies</i>	<i>36</i>
<i>Personal Use</i>	<i>36</i>
<i>Supplies.....</i>	<i>36</i>
<i>Ordering.....</i>	<i>36</i>
<i>RE Supplies.....</i>	<i>36</i>
FACILITY USE.....	37
<i>Scheduling.....</i>	<i>37</i>
<i>Opening and closing</i>	<i>37</i>
<i>Special equipment</i>	<i>37</i>
<i>TV/DVD use</i>	<i>37</i>
<i>Kitchen Use.....</i>	<i>37</i>
<i>Keys–Building Access.....</i>	<i>37</i>
<i>Key Request.....</i>	<i>37</i>
<i>Key Sharing.....</i>	<i>38</i>
<i>Lost Key.....</i>	<i>38</i>
<i>Key Issue/Return.....</i>	<i>38</i>
<i>Security</i>	<i>38</i>
Scheduling.....	39
Room Booking	39
Posted Schedules	39
Room Needs.....	39
Sound Request.....	39
Advance Scheduling.....	39
Room Reassignment.....	39
Setup Assistance	40
Available Space	40
Facilities Orientation	40
Life Event	40
FINANCE General	41
Budget Reports.....	41
Request	41
Planning.....	41

<i>Purchase Requests</i>	41
<i>Reimbursement Form</i>	41
<i>Evaluate</i>	42
<i>Purchasing</i>	42
<i>Check Writing</i>	42
<i>Check Request in Advance</i>	42
<i>Credit Card</i>	43
<i>Collecting Money</i>	43
<i>Pledges, Contributions, and Fundraising Questions</i>	43
<i>Fundraising</i>	43
PUBLICITY	44
<i>ERUUF Publications</i>	44
<i>Membership Directory</i>	44
<i>Web Site</i>	44
<i>Photos</i>	44
<i>Bulletin Boards and Counters</i>	44
<i>Posting Flyers</i>	45
<i>Tabling</i>	45
<i>Fundraising</i>	45
<i>Media</i>	45
<i>Weather Contact.</i>	45
<i>Press Releases</i>	45
PROJECT PLANNING	46
<i>Project Planning Checklist</i>	46
CHILD CARE POLICY	47
Introduction	47
Procedures.....	47
<i>In Advance of the Event</i>	47
<i>Reserve room(s) with the Office Assistant</i>	47
<i>Recruitment of child care providers</i>	47
<i>During the Event</i>	48
<i>Following the Event</i>	48
<i>Compensation</i>	49
EMERGENCY CONTACTS	50

Introduction

Overview of the Fellowship

The Eno River Unitarian Universalist Fellowship is a member congregation of the Unitarian Universalist Association of Congregations (UUA).

Our European Roots

Contemporary Unitarian Universalism began in Europe before the Enlightenment era. In 1568, Ferenc David, a Unitarian preacher, persuaded the king of Transylvania that religious toleration would create the greatest good. King John Sigismund issued the Edict of Torda guaranteeing religious freedom of conscience, an idea that carried forward into the political life of Europe and the Americas.

Unitarianism and Universalism were originally separate Christian faiths that emerged in Poland and England. Both were part of what eventually became known as the “free church movement” — a movement that rejected the authority of the state in congregational life. Both traditions eventually crossed the Atlantic to this country beginning late in the 18th century, and eventually merged in 1961 into the Unitarian Universalist Association of today.

Unitarian Universalists call ours “a Living Tradition,” because although Unitarians and Universalists both have deep roots in Christianity, we have always prized freedom of thought and intuition. Early in the formation of each tradition, our religious ancestors rejected the requirement of affirming a creed in order to qualify for church membership. In a time when the state handed people a set of rote and often empty beliefs, our ancestors felt an ultimate need to feel and reason about these sacred truths for themselves.

Learn more about Unitarian Universalist history here: <https://www.uua.org/beliefs/who-we-are/history>

Our Covenants Unite Us

Out of this rich history, our faith asks each of us to contemplate the truth of our life experience. At the same time, knowing how difficult it is to fully understand what we’re in the middle of, we rely on fellow members of our religious community to help us discern and practice our faith in good, life affirming ways for ourselves, our families and larger community.

Unitarian Universalists don't have a common creed or set of beliefs that hold us together as a religious body. Instead we create a set of common agreements about how we'll be in relationship with one another and the ultimate things that, as theologian James Luther Adams put it, "command our love and loyalty." We are a covenantal tradition, because we hold ourselves accountable to one another and to that which we each understand as ultimate, holy, greater than ourselves, by means of religious covenants.

In the early 20th century, our progressive theological and organizational beliefs caused concern among other mainline Christians in the United States, and at their instigation, we eventually parted company. For years afterward UUs tended to define ourselves as "not them." But then, in the 1980's, the Women and Religion Committee of the UUA recognized a need to claim our identity in a positive way in order to share it with others. They presented a proposal to the Annual General Assembly that UUs develop a set of principles that clearly and positively state the things that we commonly hold worthy and use as the basis for conscientious action for justice. The General Assembly agreed, and within a few years the following principles were adopted.

The Unitarian Universalist Principles

There are seven Principles which Unitarian Universalist congregations affirm and promote:

- The inherent worth and dignity of every person
- Justice, equity and compassion in human relations
- Acceptance of one another and encouragement to spiritual growth in our congregations
- A free and responsible search for truth and meaning
- The right of conscience and the use of the democratic process within our congregations and in society at large
- The goal of world community with peace, liberty, and justice for all
- Respect for the interdependent web of all existence of which we are a part.

At the same time, the General Assembly also recognized that these principles are rooted in many different sources of wisdom and spiritual authority.

Our Sources

- Direct experience of that transcending mystery and wonder, affirmed in all cultures, which moves us to a renewal of the spirit and an openness to the forces which create and uphold life.
- Words and deeds of prophetic women and men which challenge us to confront powers and structures of evil with justice, compassion, and the transforming power of love.

- Wisdom from the world's religions which inspires us in our ethical and spiritual life.
- Jewish and Christian teachings which call us to respond to God's love by loving our neighbors as ourselves.
- Humanist teachings which counsel us to heed the guidance of reason and the results of science, and warn us against idolatries of the mind and spirit.
- Spiritual teachings of earth-centered traditions which celebrate the sacred circle of life and instruct us to live in harmony with the rhythms of nature.

“What is a Fellowship?”

In most of the American religious landscape, “fellowship” is a verb, something we do. It’s an activity that includes engagement, caring and spiritual friendships among the people within a congregation. For a tiny minority of congregations, “fellowship” is also a noun that describes a small, often lay-led group that meets regularly once a week for spiritual community and support.

This second meaning of fellowship began in the post-war 1940’s and 50’s in the United States. Leaders of a few religiously liberal denominations saw the need to extend their message of hope and encouragement to greater numbers of people. However, there were not enough trained religious professionals available to take the lead, and there was not a lot of money. So denominational leaders created information that they hoped would enable far flung, small groups of lay people to support themselves and provide their own spiritual nurture and support.

Denominational leaders knew that in order for these small groups to succeed, they would have to include meaningful children’s programs, and be welcoming to all newcomers. They would be called “fellowships” to designate the special, lay-led nature and ethos of the groups. The hope was that these groups would not only sustain themselves, but would also grow to the point where they could afford to support professional religious leadership, either a minister or religious educator, or both.

For a variety of reasons most of these small lay-led groups remained exactly that: small and lay-led. These groups tended to maintain an inward focus. If it was difficult to create children’s programs they often gave up on it, and families went elsewhere. And so these groups stayed small, or went extinct.

But not all of them. A few survived, and among these a very few have actually grown to become some of the largest and strongest liberal religious congregations. Today, about one third of all UU congregations began as a lay-led fellowship.

To learn more: <https://www.uua.org/re/tapestry/adults/river/workshop16/178925.shtml>

ERUUF's Origins

ERUUF is one of these formerly small, lay-led groups. There were Universalist and Unitarian congregations throughout Chapel Hill and Durham in the early part of the 20th century that arose and declined leaving little trace. But in the mid-sixties, after Selma, people in the area got together and said, “there just has to be a liberal religious congregation in Durham and Chapel Hill.”

One woman in particular, Mimi Harrison, had been a member at All Souls Unitarian Church in Washington, D.C. and she'd known the Rev. James Reeb who was killed in Selma. Harrison was among those who met after March 1964, determined to organize a fellowship here. After a year of planning, and another year of regular Sunday programs, in April 1966, in a rented room at the Holiday Inn on Hillsborough road, forty-two people signed what became the charter for the Unitarian Universalist Fellowship of Durham and Chapel Hill.

Rapid Growth

For whatever reasons, whether it was due to the love and care of the founding members, or the galvanizing mission of being a liberal religious presence in a time of great social change, or the growth and prosperity of the surrounding area in the Triangle just a few years later, or for these reasons and more, something happened here that enabled this fellowship to grow far beyond its founding members.

That small original group regularly outgrew one location after another. They began a church school and welcomed a large number of children. After fifteen or so years, they hired a half-time minister and continued to grow. In 1983, when they had nearly 200 members—nearly double the size of many other small congregations—they called their first full-time minister, Rev. Arvid Straube. And the story of the next twenty years became one of relentless growth—in terms of numbers and depth of caring, social action and spirituality. The energy and excitement at ERUUF was palpable on Sunday morning as people continued to outgrow one new worship space after another.

Through all this growth, lay leaders gave their all to the fellowship with love and devotion. Near the turn of the millennium, leaders realized that while they had evolved into greater complexity, their governance and operational systems had not. They needed a better match for their now more complex size and relationships. Not only because they were worn out, but also because the longtime ways of organizing and doing things couldn't help them move their vision and mission into the future.

The Fellowship Today

Today, ERUUF's by-laws describe a preference for a non-hierarchical, collaborative, cooperative system of governance and ministry that still expresses the deep love and loyalty to the values that went into the founding of this fellowship. Today our name, the Eno River Unitarian Universalist Fellowship, often surprises visitors from afar who have rarely seen such a large, thriving Unitarian Universalist congregation, let alone such a thriving fellowship.

We also are called a congregation, because our Unitarian and Universalist ancestors had roots in the great tradition of lay-led congregations that arrived on this continent with the first European settlers. Those first Europeans had no use for bishops and cardinals and the outworn religious hierarchies of their time. Their church organization was a proto-democracy that inspired the great voluntary associations that became a decisive feature of the newly created United States of America. "Congregation" is the overall term for liberal Protestant and Jewish religious groups in this country. We are a member congregation of the Unitarian Universalist Association of Congregations (our full, true name, though we most commonly refer to and talk about "the UUA").

As religious liberals, we tend not to like hierarchy. It often feels at odds not just to us here at ERUUF, but to many religious liberals. When we analyzed our core values in 2016, we discovered that we value qualities such as: liberal, community, spiritual, open, equal, democracy, love, unity, respect, understanding, peace, oneness. And so for nearly ten years, from 2009 to 2018, members, ministers and staff have searched for and experimented with operational practices that would encapsulate these values and still enable us to function in accord with ERUUF's bylaws.

We've taught ourselves, and we've learned that what we've sought in terms of systems language is an "open system". This represents a shift from the past in which ERUUF operated as what's variously called a collaborative, "permission giving" or random system. While religious liberals sometimes fear that the opposite of a collaborative system can only be a hierarchy, the good news is that there's a third option. We can organize into an "open system."

An Open System

An open system is not a hierarchy, and it's also not totally random. There's a little bit of organization around roles and authority, but optimal functioning depends upon successful communication and role clarity, especially around the authority has been delegated to an individual or team.



At ERUUF, this clarity around authority has proven essential in order to get things accomplished, and to stay on target with our strategic goals. This is why we use a modified system of policy based governance which describes limitations for various roles. Similarly, this is why we carefully delegate authority. And those to whom authority has been delegated are accountable to entities (a person or team). This is expressed in a mission or charge in terms of “how far but no farther” an individual or team can proceed without checking back to the entity to whom they’re accountable. If something is not prohibited within the described limitations, and if communication is complete, the person or team is free to proceed with their ministry decisions and plans.

Video is available at: <https://bit.ly/2jgrQYY>

An Overview of the Fellowship

Our Mission

ERUUF's Mission is to transform lives, by building a free and inclusive covenantal religious community of spirit, service, justice and love.

Our Ends (a.k.a. "Vision")

The people of ERUUF are engaged in a deeply meaningful, transformative liberal religious experience.

They find hope, beauty and inspiration in their worship.

They develop and deepen their individual spiritual practices.

They embrace and affirm Unitarian Universalist identity, heritage and values.

The people of ERUUF create and sustain a community of care, mutual respect, inclusiveness and love.

Their talents and gifts are recognized, nurtured and called upon.

They are generous with their time, energy and resources, in a prevailing spirit of abundance.

They create a climate of radical hospitality which ensures that all present are welcomed and diversity is honored.

They provide care and a safe haven for one another in times of need.

People of all ages are cherished and have a religious home, history and future.

They experience ample opportunities for laughter, fellowship and fun.

The people of ERUUF reach beyond their congregation, individually and collectively, as they live out Unitarian Universalist values.

They are engaged in the betterment of the community and the world through their own work and opportunities the congregation provides.

They are leaders in environmental sustainability and are responsible stewards of the Earth and its resources.

ERUUF is a valued partner in bringing justice and compassion to the Durham-Chapel Hill community.

ERUUF contributes to and learns from the larger Unitarian Universalist community.

ERUUF's Covenant

In our 50th Anniversary Year, 2015-16, ERUUF engaged in a congregation-wide process to create a covenant. This is a living document that is likely to be revised over time:

As a people ready to be changed by our evolving understanding, we covenant to practice right speech by bringing and assuming good intentions in every conversation; by listening respectfully and questioning kindly; and by speaking with humility.

We commit to make our spaces supportive, our dialogue compassionate, and our diversity deep, broad and proud. We promise to seek out and welcome difference, work patiently through challenges, support and comfort each other as we live our Unitarian Universalist values.

Recognizing the fierce courage needed to confront and disarm systemic racism, homophobia, and fear of The Other, we accept responsibility for what we say and do, and for what we do not say or do.

Mindful of our desire to create a more loving and just world, we covenant to seek support from the wise and experienced when we fall short, and to begin again in love.

And as people of faith, hope, and love, we will leave room for awe.

We're Engaged in Dismantling Racism and Creating Racial Equity and Inclusion

ERUUF has been actively concerned about racial justice from its beginning. This most recent strategic initiative is designed to support and deepen our ongoing commitment to racial equity.

Systemic racism (the system of white supremacy) is deeply embedded in our society, and each and every one of us is impacted by the depth and destructiveness of racism. But without taking time to learn together, we may not be fully aware of its pervasive effects. Just like fish that are unaware of the water in which they swim, and despite our best intentions, we are hindered by the system of racism from being able to fully live from our core values as individuals and as a community.

Engaging in the practice of Dismantling Racism is one way we can honor our commitment to the humanity of everyone, self and all others. As a result of ERUUF's work with dRWorks, a significant number of people in the congregation:

- Share a common language, understanding and analysis of racism in our society, including our history of oppression and white privilege;
- Recognize how racism (a belief or doctrine that inherent differences exist among racial groups and that one group is superior to another) and/or racialization (imposing a racial interpretation on experiences and events) has shaped and still shapes policies and behavior, in our nation, our local community and at ERUUF;
- Commit to taking action to support ERUUF's goal of becoming an anti-racist, anti-oppressive community that actively welcomes diversity of people and thought and that partners with diverse people to help build a more peaceful, free, and just society for all.

The Change Team has identified the following overarching goal:

We shall create a culture where racial equity and inclusion are the norm by making the learning and practice of racial equity and inclusion integral to ERUUF's policies, programs and interactions. This will be evident both within ERUUF and in relationships between ERUUF members and the larger community of which we are a part, as we engage individually and collectively.

Racial equity and inclusion practices and resources:

- Annual Dismantling Racism workshops at ERUUF
- People of Color Group
- White Awareness Group
- Becoming the Change Group
- Multicultural Team classes, book groups, films, discussions, trips

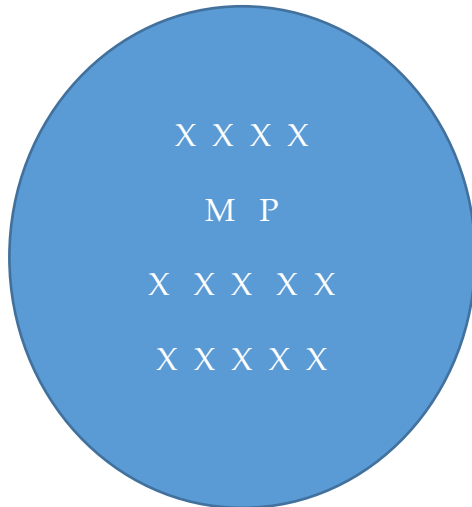
Church Size Theory

Congregations, like other organizations don't just grow in number. As they grow their form changes, and the roles of key lay leaders and clergy realign with growth.

In the following diagrams, note such things as where decisions get made, and by whom. How does the board communicate with other committees and groups in the congregation? Note the role and location of clergy in the system—as varied as much as an outside “chaplain” to a family vs. key spokesperson for a large congregation. The board of a small congregation might focus on everything that needs to be done, and go to lengths to inform every single member about that business. The board of a large congregation might focus on “ends” and leave all decisions about how to achieve the ends up to the lead minister and ministry team.

Family Church (Fellowship size)

Less than 50-75 active members. Strong matriarch and patriarch; part-time or no clergy; board is “kitchen table” model. Nothing happens without approval of matriarch/patriarch. When they’re benign, this can be lovely, highly functional. Loyalty is to the small group. No one is usually willing to risk crossing the leaders, because they have to live together. Often clergy is respected, even beloved, but clergy must never assume more authority than they have as an outsider.

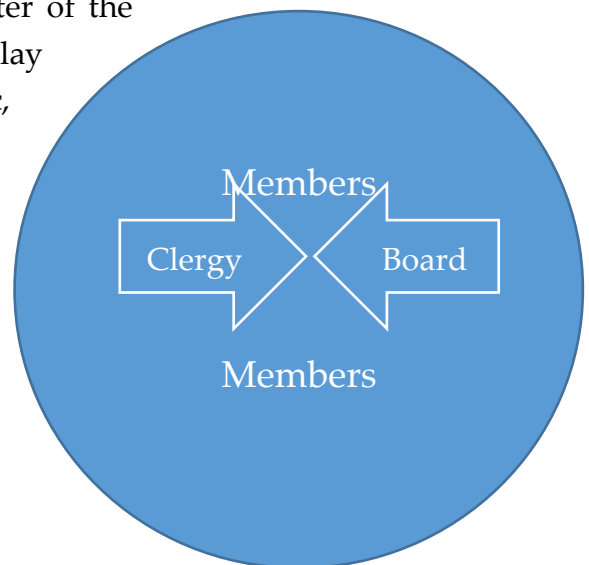


Clergy is outside the family system

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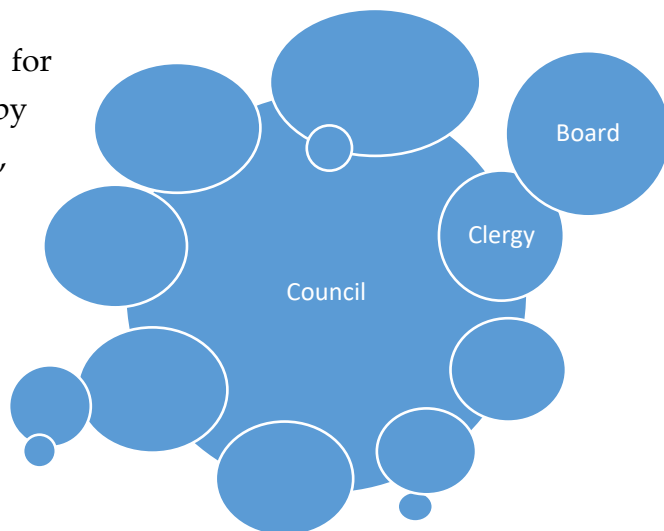
Pastoral size

100-200 active members. Clergy person is at the center of the congregation. A few other staff members support the lay leaders who manage all the major programs: music, worship logistics, membership & fellowship, finance, stewardship, religious education, justice/ outreach. Board often consists of Committee Chairs, but at the larger end of the spectrum board members might be separately elected. Loyalty tends to be to congregation through clergy. Pastoral changes can be jarring and involve mourning.



Program Size

250-400/450 active members. Councils are a hub for congregational communication and decision making by lay leaders. Board members don't lead committees, begin to focus more on overall vision, mission, finances, yet also have an actively involved sense of congregational life. Clergy co-lead with both Board and Council leaders. Clergy and Council leaders are the decision makers; staff are their assistants. Loyalty tends to be to programs. Challenge is to work together and avoid a silo mentality.

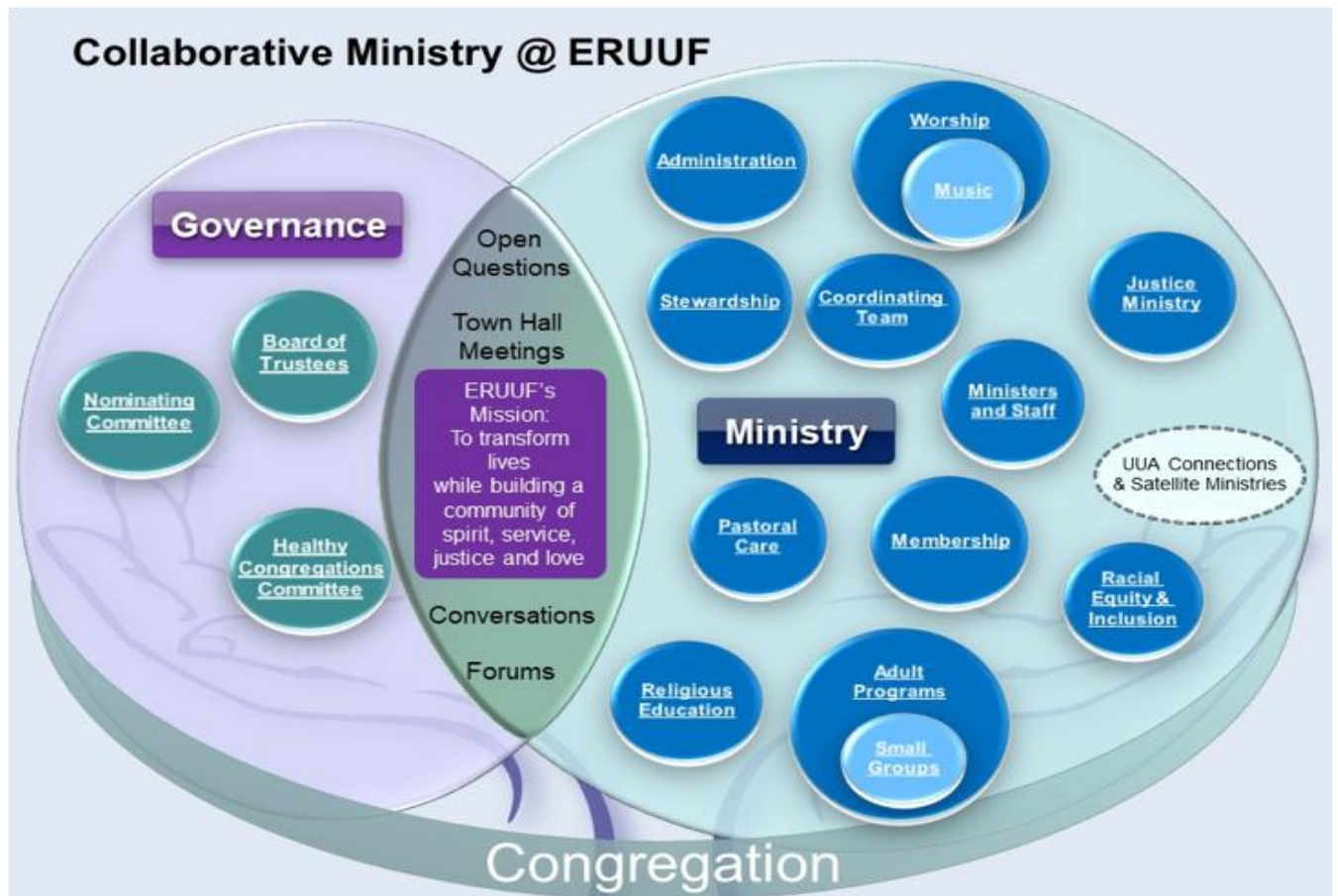


How ERUUF Is Organized Today

In 2018 ERUUF is a Large Congregation* and is organized to optimize our communication and decision making.

- Large Congregations exist within several zones:
 - 400-600 (Multi-cell)
 - **600-800*(Professional)**
 - 800-1200 (Strategic)
 - 1200-1800+(Corporate)
- In a Large Congregation, however important lay leaders or ministers, the mission is the focus of congregational life.
- Questions and inquiry always come before answers, and democracy is a process only part of which involves voting. A significant part of the democratic process also involves conversations at meetings in which questions are asked and wide ranging responses are sought and received—before the answers are known.
- Organizational systems can only be maintained if we all use ERUUF's operating systems: database, key document storage, administrative document systems, etc.
- The board focus is on Governance, or "Ends."
- All Ministry Teams focus on how to plan and carry out ministry, or "Means."

Collaborative Ministry at ERUUF



Governance and Ministry

ERUUF's bylaws structure our governance. You can find those at—<https://bit.ly/2jee74Q>

Members are the ultimate caretakers/ stewards of the vision and mission of the fellowship. Members elect a nine member Board of Trustees who are given authority over the mission, vision and resources, which they hold in trust for the whole community. Members also elect the Lead minister.

The **Board of Trustees** focuses on Vision—our Ends, which are the outcomes that we intend to create for specific people, by doing specific things. The Board monitors the congregation's progress toward these Ends, and ensures that the fellowship's resources are protected and well invested.

The Board in turn delegates authority for all necessary ministry and administrative activity and decisions to achieve these ends to the Lead minister. Among other things, the Lead minister is given authority as Head of Staff to create staffing plans, and hire and fire according to personnel policies, in order to achieve strategic goals. The Lead minister in turn delegates authority to Ministry Teams to collaboratively make and carry out specific ministry plans.

The **Ministry Teams** (that's everyone at ERUUF who's not on the Board or Nominating Committee) focuses on the means to achieving the Ends.

We practice democracy whenever we share information and ideas with each other. The two halves of the whole (Governance and Ministry) talk to each other regularly to share information, and to ask important "open" questions before the answers are known or decided. It's through these many intentional, open, transparent conversations that member's voices and vision are regularly included in the life of the congregation. This is an important way that spirit makes its way into the shared life of the community, and our mission and ends.

A Map for Thinking About Our Congregation

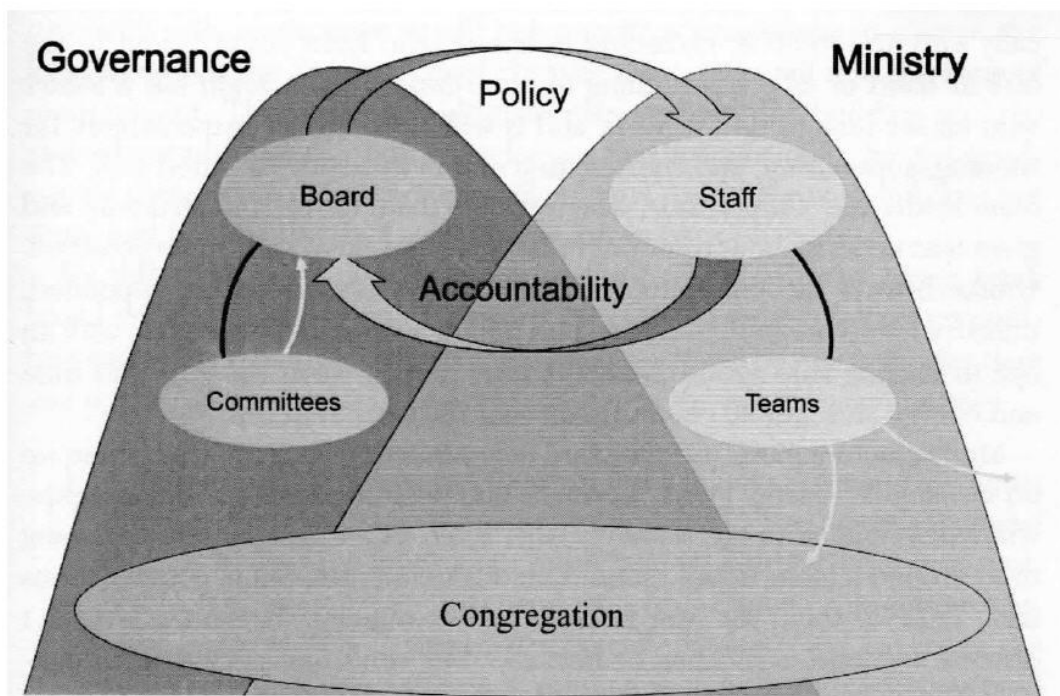


Figure 4.3. Committees and Teams.

Source: Governance and Ministry, 2nd Edition, by Dan Hotchkiss

5

Roles in the Fellowship

ERUUF has adapted policy based by-laws as our method of governance, because it's potentially the best way to keep our communication and decision making direct and clear. And we've structured our ministry teams and working relationships in accord with our liberal religious values (open, inclusive, respectful, equitable, etc.).

Members

Our Members are active in all aspects of Shared Ministry. Our governance system and congregation is designed so that all members and friends who want to be involved with direct ministry, service and social change have the chance for meaningful engagement. This includes experiences as diverse as singing in a choir, cooking for Urban Ministries, serving on an RE teaching team, attending CAN community meetings, tutoring at El Centro, making calls with You Can Vote, attending a Dismantling Racism workshop or taking a class for adults, etc..

Lay Leadership

In addition to general shared ministry, members also serve in key **leadership roles** in which they teach, lead, research, design, or implement a program. They might gather and analyze information, share it with other leaders, and take in feedback to further refine planning with staff and ministers. Elected lay leaders serve on the Board of Trustees, Nominating Committee, and Healthy Congregation Committee. A lay leader is also invited to serve on the Coordinating Team.

Key lay leadership roles include taking responsibility for a particular role on a team, or volunteering to take responsibility for a special portfolio and partner with a ministry team staff partner.

The Board of Trustees

As described in ERUUF's bylaws, the **Board of Trustees** has general authority over all affairs of the Fellowship, including financial oversight, vision/Ends, strategic planning, and monitoring progress and accountability. The Board carefully delegates authority for ministry (operations) to the Lead Minister and Coordinating Team.

Coordinating Team

The **Coordinating Team** consists of the Lead Minister and at least two other staff members, and/or lay leaders collaboratively named by the Board and the Lead Minister.

The Coordinating Team (CT) serves as the central hub that coordinates day-to-day administrative activities and ministry programs of the Fellowship, as guided by the Ends Statements and the Strategic Plan. The Coordinating Team

- Collaborates with the Board of Trustees to establish the vision and priorities that guide its work.
- Creates a clear organizational structure that links staff support and expertise with lay leadership and provides for clear authority and accountability of individuals and teams
- Provides oversight that resolves issues involving gaps in or overlapping areas of responsibility for the operation and ministry of ERUUF.
- Monitors progress toward vision and strategic plans, and regularly communicates findings to the Board of Trustees.

Ministers and Staff

The **senior staff** is comprised of the Lead Minister, Assistant Minister(s), Director of Administration, Music Director, Director of Religious Education.

These individuals serve as staff partners for worship, music, administration, membership, justice, pastoral care, adult programs and groups, and religious education for children and youth. When working with ministry teams they essentially function as the program directors who are responsible for communication across the congregation and good decision making by the team. They are supported by lay leaders who are their co-ministry partners.

Staff Partners

In our “open system,” **senior staff / program directors** are the **staff partners** of the lay leaders who serve on ministry teams. Staff partners are neither “the boss” nor “the liaison.” Staff partners use their specialized knowledge and skills with teams to achieve planned outcomes. They are in mutually respectful, collaborative, cooperative relationship with lay leaders who are their partners in shared ministry.

Staff partners are responsible for

- the communication of important and timely congregational annual and strategic goals and initiatives to their ministry teams, and communication of specialized knowledge that’s been gained by the ministry teams back to all senior staff and/or the Coordinating Team within larger annual and program cycles and seasons.

- ensuring that decision making is an open and inclusive process throughout the fellowship, and that all who might have an interest have the chance to learn about options and give their opinion, find a way to be included, or make a contribution to the work.

Staff Assistants, Coordinators, Contractors

In addition, there are additional Administrative positions: Bookkeeper, Office Assistants, and Facilities Assistants; Program Assistants and Coordinators: RE Program Assistant, Youth Ministry Coordinator. We also have an IT Consultant and our general cleaning is done by contractors.

Creating Teams, Task Forces

ERUUF's policies specify the creation and requirements of program committees and ministry teams. (Citations below such as "PC2" refer to sections of ERUUF's actual policies.) The policies state:

PC2 COMMITTEE MEMBERSHIP

1. Members of board Committees shall be appointed by the Board of Trustees after consulting with any continuing members of the committee in question.
2. The members of Program Committees or Ministry Teams shall be appointed by the Coordinating Team or its designee in collaboration with any continuing members of the committee in question or other lay leaders who can help recruit suitable candidates.
3. The Chair of each Standing Committee or Ministry Team must be a member of ERUUF.

PC3 COMMITTEE CHARGE OR MISSION STATEMENT

1. Each committee, Ministry Team or task force shall have a charge or mission statement approved by the appointing authority. The mission statement/charge can be revised by the committee, with approval of the appointing authority.
2. The mission statement/charge must specify:
 - a. the purpose or mission of the committee,
 - b. the person or position on the board or staff linked to the committee and receiving reports from the committee,
 - c. how frequently the committee must produce written reports (at least annually),
 - d. under what circumstances the committee is to be dissolved, and
 - e. the covenant under which the committee agrees to function.

Team Start Up Guidelines

The Staff Partner is tasked with making sure that teams have a full start up whenever the team membership changes significantly, and an orientation / review of this information at least annually.

- What is your team's mission (based on the charge given by Coordinating Team)?
- Who is your Staff Partner?
- To whom on the staff are you accountable (Coordinating Team? Or?)
- What are the main roles on your team? Who convenes meetings, books a room through the ERUUF Office, sends out meeting notices to the team, takes notes, maintains Google Doc, etc.? Other roles, portfolios, and job descriptions? Describe what roles and tasks each of the following are responsible for: staff person, lay leader, member. (A RASCI Chart might be helpful with this.)
- Who do you serve? Who are your constituencies? (the people you seek opinions from, that you inform about your decisions, programs, actions, etc.).
- From whom do you need support? What other program teams might you be connected with, or share resources with?
- Provide leaders with access to orientation materials and skills building resources: e.g. Nuts and Bolts for Leaders, facilitation skills workshop, Orientation to ERUUF session, etc. (Consult Annual Schedule of Adult Basic Classes, produced by the Office) PLEASE NOTE: Teams must use ERUUF's website, document systems, and other resources in order for our information to be available across the fellowship.
- Create annual goals if appropriate for your team.
- Create a simple covenant that states shared expectations about meeting times, preferred communication tools, what members will do if unable to complete tasks on time.

Some simple covenantal agreements that have proven useful are: This is not our job or workplace; this is our spiritual community. We are friends, social and spiritual. We take our mission seriously, and we care for each other and put people's needs and lives ahead of our tasks. And together we will:

- Begin and end our meetings on time.
- Use "I" statements.
- Speak our truth, even when it's lonely.
- Ask questions rather than make assumptions; be curious rather than make a quick judgment.
- Ask for help when we're overwhelmed.

- Press pause and ask questions when the process gets heated.
- Argue about the merits of an idea, not about the character of the speaker.
- Reflect on what we've noticed, and learned, and share that learning with others.

Ministry Groups

In addition to Committees and Teams, ERUUF has a large number of Groups: Small Group Ministry Covenant Groups and Chalice Circles, Affinity (Interest) Groups and Spirituality (Sources) Groups.

- Groups must be led by an ERUUF member and have at least six participants in order to use ERUUF space and communication resources.
- Groups will share their proposed group mission with the Coordinating Team. The Coordinating Team will approve or negotiate with the group until all reach agreement about the group's mission.
- Groups have a staff partner and will have an orientation/ start up with that staff person or minister. The staff partner will check in with group leaders at least once a year around budgets.
- The staff partner will provide leaders with access to leadership development materials, such as Nuts and Bolts for Leaders; leadership development programs (Consult Annual Schedule of Adult Basic Classes, produced by the Office); and resources such as My ERUUF.
- PLEASE NOTE: like ministry teams, ERUUF Groups must use ERUUF's website, document systems, and other resources in order for our information to be available across the fellowship.
- Groups must have a simple covenant (as described for ministry teams above).
- Groups will maintain membership lists including contact information for Group members, and share that list with their staff partner and the ERUUF Office as requested.

Annual Timelines

Annual Goals

In the spring, in collaboration with their staff partner, ministry teams shall create plans for the coming year, including 2-3 annual goals based on their charge, current mission, the Annual Vision of Ministry, and /or the strategic plan.

Evaluation

Ministry teams or committees will do a simple evaluation of their work for the past year in the spring: What went well with regard to each goal? What could have gone better? What did we learn? What's the best thing(s) to do next? Teams should consider how lives were transformed by their ministry and report that along with a brief summary of their goals, learning and achievements for the annual report.

Decision Making

Operating Policy

At ERUUF groups are empowered to make decisions within the limitations of their charge/charter.

Over time we have learned that decisions are best made by those possessing the most complete information. At times this will be the teams or individuals who are closest to the work, who have the most responsibility for its outcomes, and/or who have the fullest understanding of what is involved. At other times when a decision will affect the whole congregation, it's reasonable that the decision finally will be made by senior staff after gathering and assessing information from all needed constituencies in the fellowship.

We operate in collaborative partnerships to the greatest extent possible.

All groups and teams will identify their constituencies and gather and share information with them as needed. Due to the number of people involved, decision making timelines must include adequate time for communication with all constituencies, including senior staff and the congregation at large when needed. In general, thorough communication with all affected constituencies must be attempted before decisions are made.

The team's staff partner is responsible for gathering and sharing information from other parts of the congregation that a team will need in order to make a good decision. This information often will be obtained at the senior staff meeting, because that meeting is designed to be an information hub.

Decision making is best done within the broad cycles and seasons of the congregation. e.g., program planning will generally take place in the spring after late winter program assessment/evaluation, and before budget requests are due to the office in late March. Decisions about the specific details of a particular event are often best made closer to the time of the event.

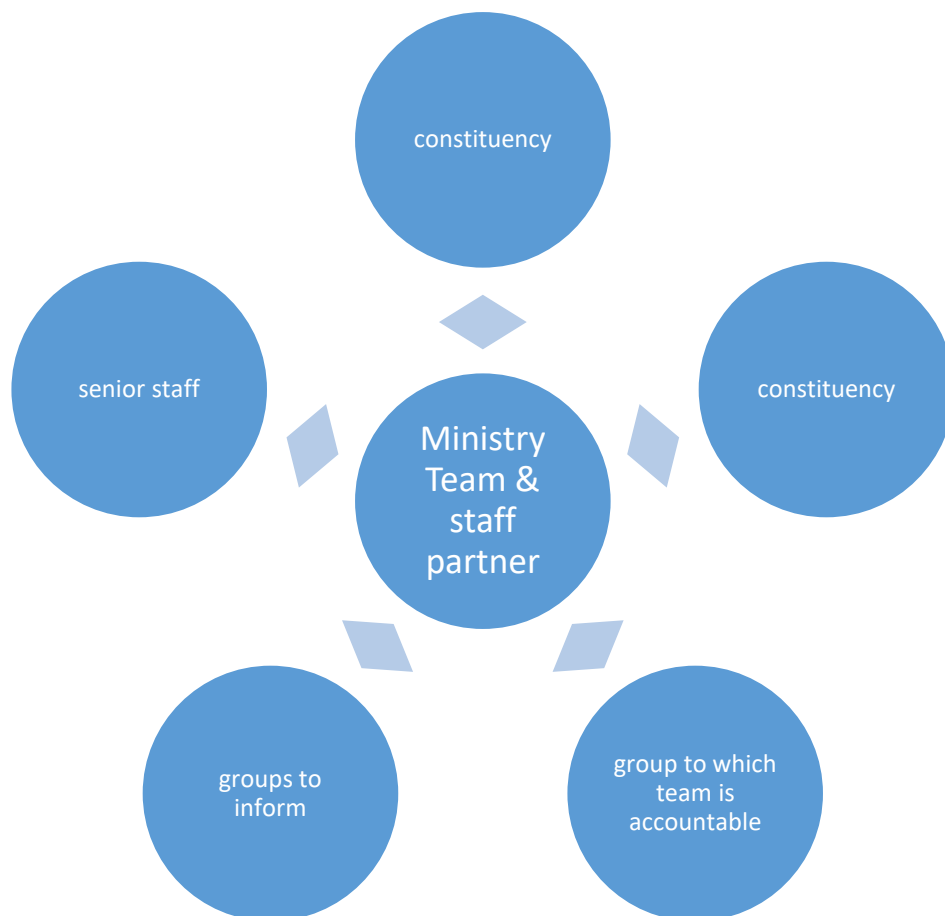
The individual or team who will be responsible for the outcome will be a key party in decision making. When a particular situation requires a specific outcome, it's more likely that fewer people will be involved with decision making. Larger groups can make decisions about projects for which they've been given and accepted collective responsibility.

Communication

Operating Policy

ERUUF bylaws say that all communication shall be collaborative and mutually respectful. Senior staff members are responsible for sharing important leadership updates with their leadership teams, and for sharing feedback and responses from their teams with the Lead minister and senior staff team.

Ministry teams are responsible for identifying all groups and teams who are their constituencies, and for sharing information about decisions and plans they've made with all their constituencies "who need to know" about a particular item. (e.g. RE's constituents can include teachers, parents, RE Ministry Team, youth, senior staff, and in some situations the congregation at large.)



How to Get a Good Idea into Action

- Look at the Organization Map on the website and identify the area that your idea might best fit.
- Contact the staff partner of that ministry area to discuss your idea, how it does or doesn't fit with current plans, and what it might take to get it into action now or in the future.
- If that ministry isn't the right area, the staff person will help you find another staff member to talk to.
- Ministry teams can use a Cost Benefit analysis process to make decisions about proposals (ask any senior staff person about this).

Action Takes Time—by Design

The direction of a large congregation is determined carefully over time, by pulling information from many key groups and people within itself, to make and enact plans. The actions of these groups are coordinated so that their combined efforts move the congregation toward envisioned goals and ends.

Even so, an open system (which is what we aspire to be) is able to respond to real people and their needs as directly and simply as possible. Good communication and decision making allows for adjustments that enable members to better serve real needs.

In normal circumstances a large congregation makes gradual adjustments through careful planning. Its programs and services are consistently coordinated, planned, delivered and evaluated. Unless there's a terrible threat or crisis, a large congregation generally cannot quickly change directions without sacrificing successful completion of plans. This is why ministry plans are carefully managed by lay leaders and staff, and outcomes are monitored by the board. It's also why we can't immediately say "yes" to new offers or ideas commitments.

RASCI Chart

To clarify our roles we use a **RASCI chart** on teams and for projects. In general, a RASCI chart helps a group see at a glance who is

R = individual or group Responsible for completing an action or project, and for making decisions

A = individual or group to whom R is Accountable

S = individual or group that will Support the action or project

C = individual, group or constituency that need to be Consulted for feedback and/or to Contribute to the action or project

I = individual, group or constituency that needs to be Informed of R's decisions

Below is an example of a completed RASCI Chart (A blank RASCI Chart appears at the end of this document.)

Project / Date	Constituent / Role	Constituent/ Role	Constituent/ Role
New Art Panels for Sanctuary Fall 2015-Spring 2016	Aesthetics Team R	Coordinating Team A	Membership C, I
Music CD for RE 2017-18	Music Director, DRE R	Coordinating Team A	Music Committee, BCC Director, Parents C, I
Christmas Eve Pageant 5pm October-Dec. 2018	Pageant Director (s) R	DRE, Lead Minister A	RE ministry Team C RE children and parents S, I
Creating Draft Overview and Operating Policies	Coordinating Team, Lead Minister R	Board's Committee on Evaluation of Ministry A	Senior Staff, Lay Leaders, Ministry Teams C, I

Senior Staff Capsule Descriptions

See ERUUF's Organizational Map to learn which ministers and staff are the partners for particular ministry teams. In general each of the senior staff are responsible as follows:

Lead Minister

Lead Minister: responsible for planning and leading Worship; Worship Associates and Greeters; Stewardship vision and communication; Strategic planning. Head of Staff; supervises senior staff; member of the Coordinating Team. LM is a non-voting member of ERUUF's board of trustees and the Fellowship Foundation board of trustees; member of the Healthy Congregation Committee. Currently supports the Adult Programs and Small Group Ministry Steering Teams, Multicultural Change Team, and Leadership Development Team. Provides pastoral care for leaders of teams for which she is Staff Partner. Officiates weddings, memorial services, and dedications. Represents the congregation to the larger community.

Minister for Congregational Engagement

Minister for Congregational Engagement: responsible for working collaboratively with Membership and Justice teams to achieve their mission and goals, including Multicultural Team and Change team, Campus Ministry at NCCU, Adult Programs Team, and support for leaders of ERUUF Sources and Affinity groups. Provides pastoral care for team leaders, and officiates weddings, memorials, dedications, etc. Preaches 6-8 x a year; leads vespers and / or classes alternatively with the LM. Serves on Senior staff and Coordinating Teams; other duties as requested and required.

Consulting Assistant Minister for Pastoral Care

Consulting Assistant Minister for Pastoral Care: responsible for direct care for members of the fellowship; recruits, develops and supports a team of Pastoral Associates; supports the Care Team's meals, rides, and flower teams. Develops and offers programs for members on aspects of care through the life cycle (eg. Listening skills, caring for aging parents, conscious aging, death with dignity, grief support, life transition support, etc.). Provides support for and participates in memorial services.

Director of Administration

Director of Administration: responsible for financial planning, budget preparation and management; office staffing and operations. Responsible for facilities safety, maintenance, repair and improvements; works with lay leaders to maintain and improve buildings and grounds. Responsible for the fellowship's print and web communications (e-news, Currents, website; printed newsletter and materials for annual pledge drive and other special campaigns); support for ministry team publications. Responsible for reliable operation of database and IT systems. Supervises facilities support, and administrative staff (office assistants, bookkeeper); communicates with and supports cleaning and IT consultants. Supports senior staff members and convenes Coordinating Team.

Director of Religious Education for Children and Youth

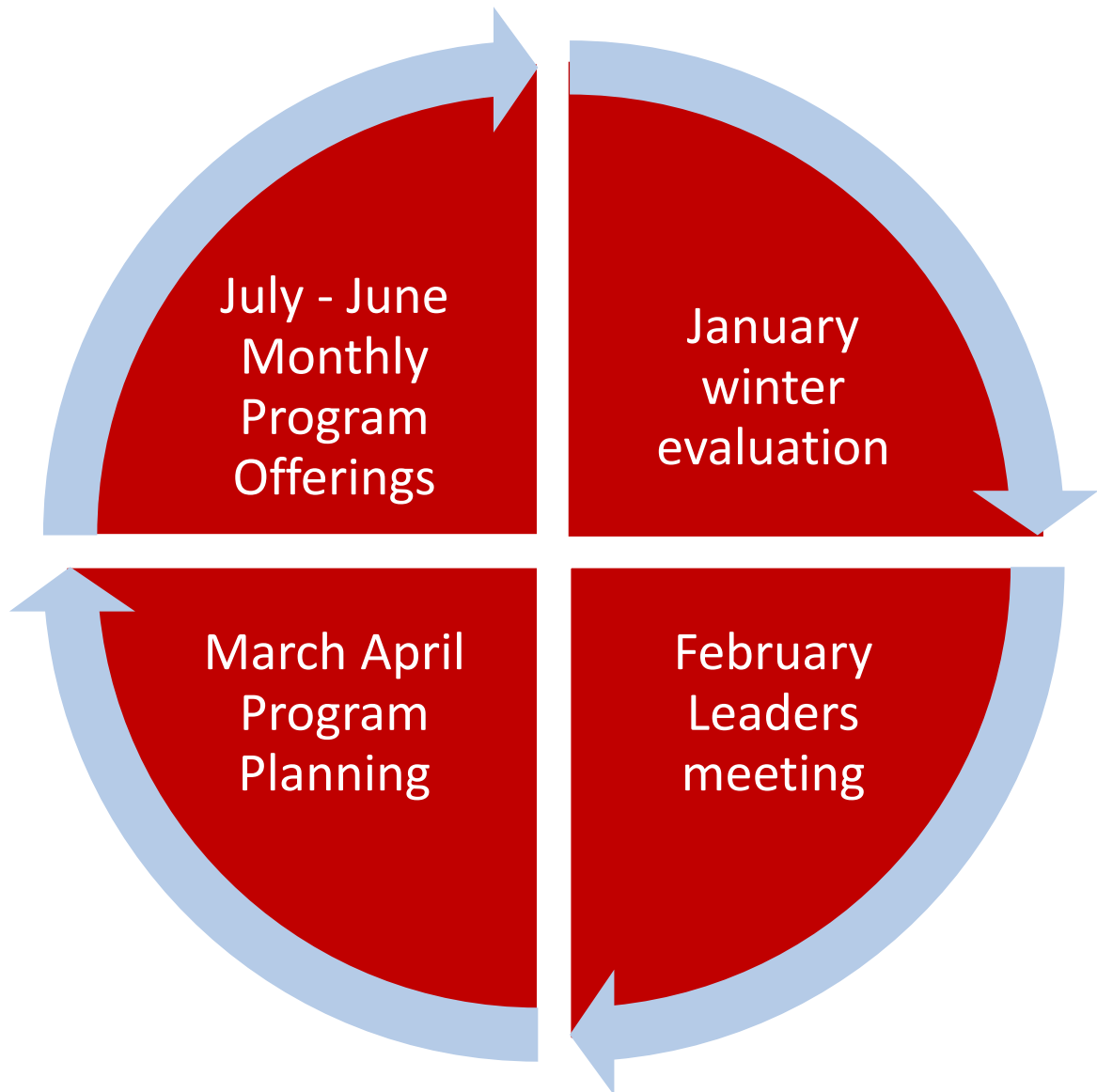
Director of Religious Education for Children and Youth: responsible for the organization, development, management of UU religious education program infants through grade 12. Recruits and supervises nursery staff; RE Assistant; Youth Ministry Coordinator. Recruits and works with lay members of the RE Ministry Team. Helps recruit RE teachers, youth advisors, Coming of Age mentors and teachers, OWL leaders. Researches and develops RE curricula; maintains history of curricula. The DRE brings particular knowledge of philosophy and practice of UU religious education, and provides guidance and support for teachers, parents, children and youth.

Director of Music

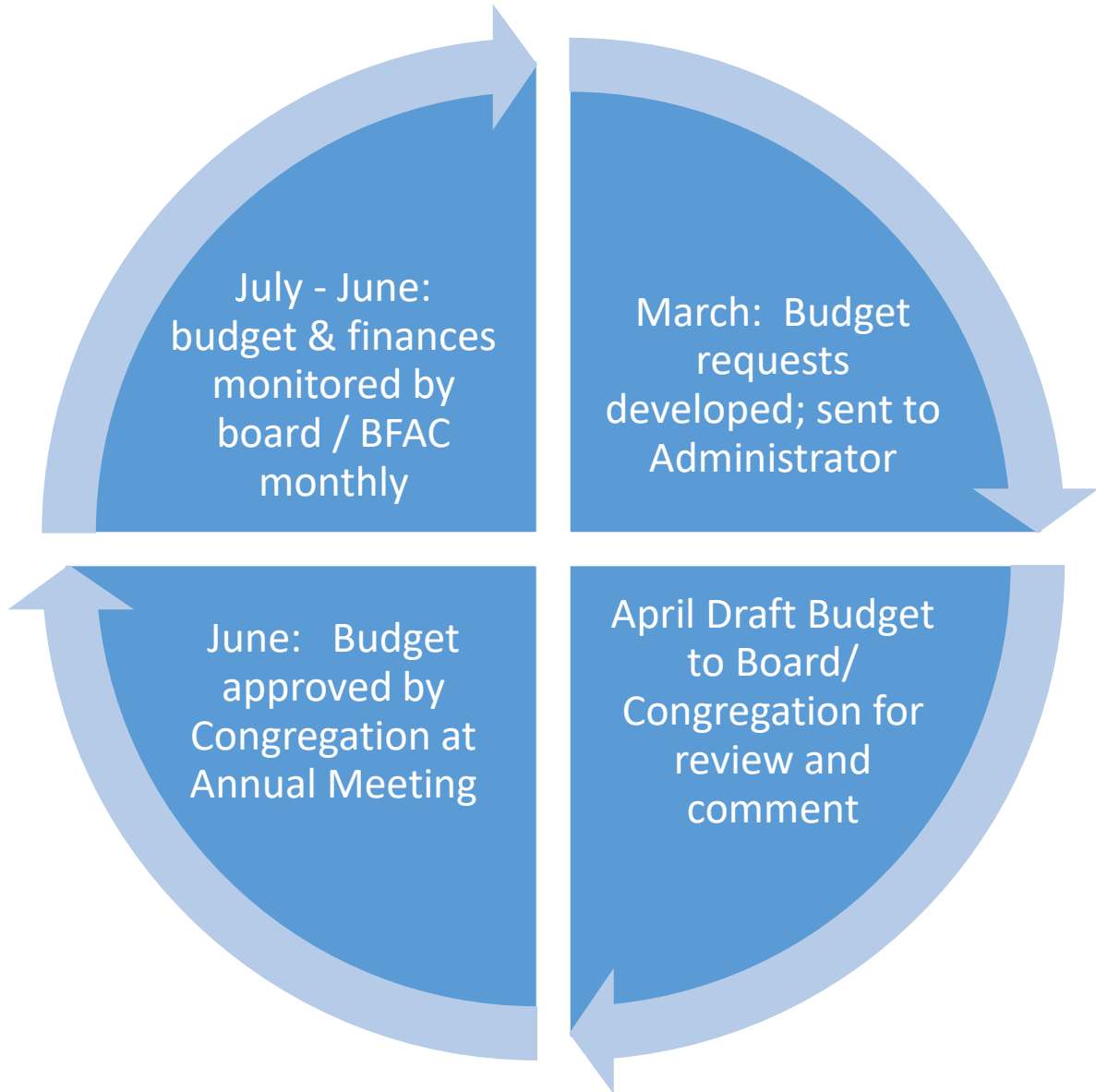
Director of Music: responsible for creating a culture of music at ERUUF by recruiting, teaching, and directing choral groups; coordinating vocal and instrumental member musicians, and also occasional professional guest musicians. Recruits and works with a lay music committee to develop programs, musical genres, and address strategic initiatives. Oversees maintenance of pianos and sound equipment; recruits and supports volunteer sound board volunteers. Designs and implements special musical projects with volunteers, in accord with strategic plans.

Congregation's Annual Seasons and Cycles

Program Planning and Evaluation Cycle



Budget/ Finance Planning, Implementation, Monitoring Cycle

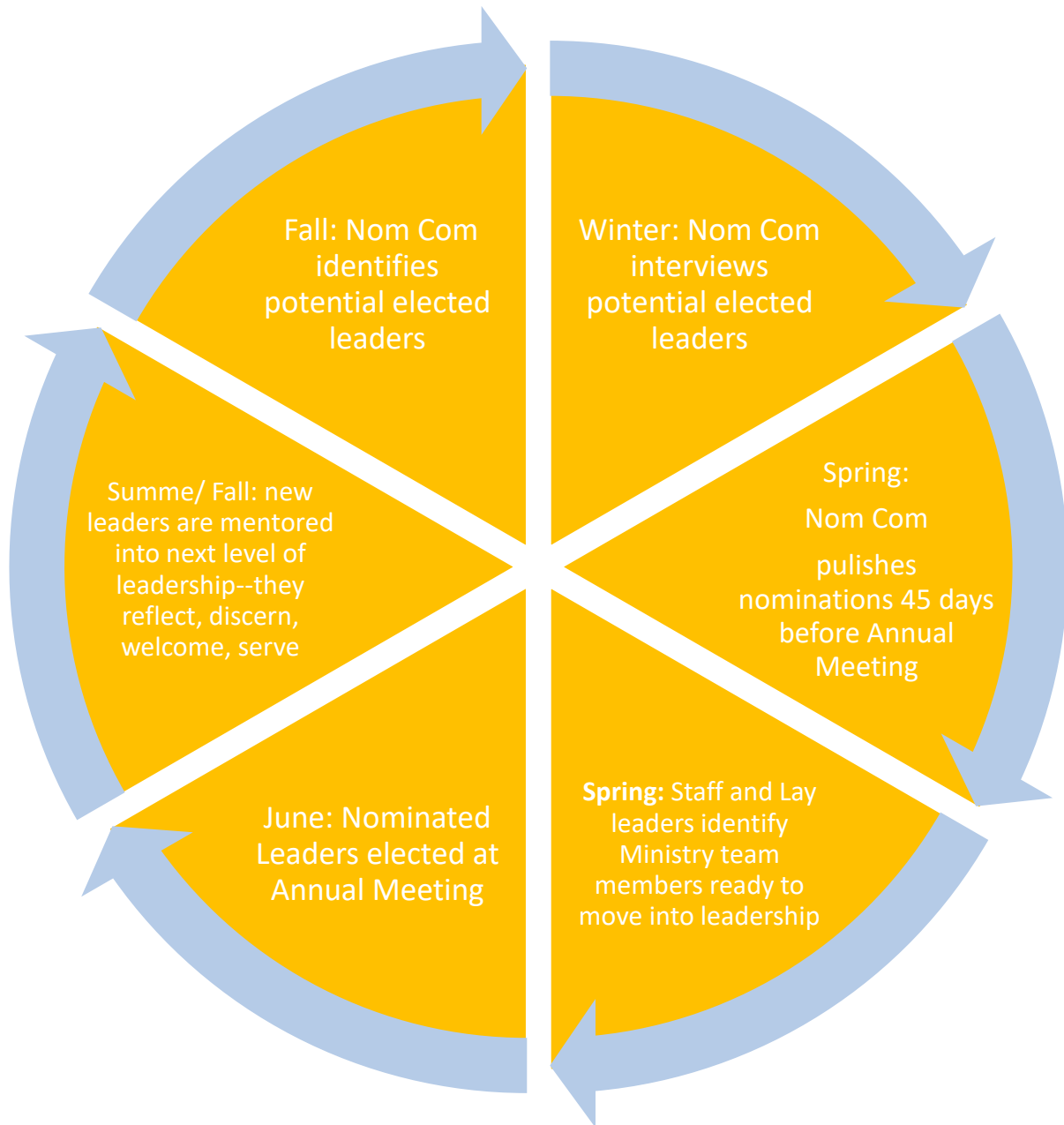


Leadership Recruitment, Development and Support Cycle

Nominating Committee recruits Elected Leaders.

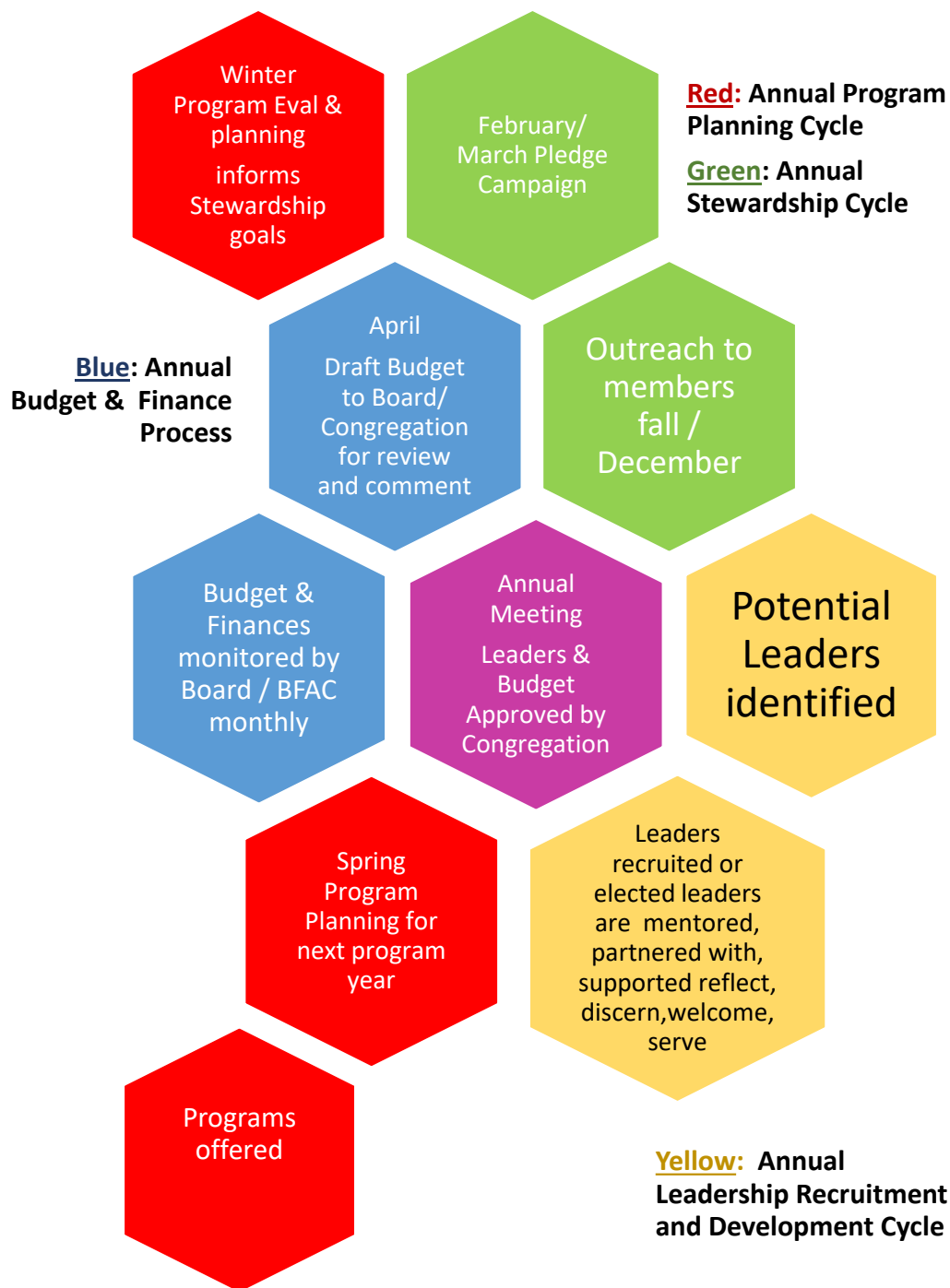
Staff and Lay Leaders recruit Ministry Team members.

Staff coordinate the recruitment of Ministry Team Lay Leaders.



Overview of Annual Seasons and Cycles

This diagram shows how the various Seasons and Cycles co-exist through the year.



Overview of Annual Seasons and Cycles in Calendar Form

January	February	March
Program / Pulse evaluation <div>Potential leaders identified by Nom Com</div> Adult Classes & Programs <div>Stewardship outreach to program leaders</div>	<div>Stewardship Active Pledge campaign</div> Adult Classes & Programs	<div>Stewardship Active Pledge campaign</div> Adult Classes & Programs <div>Budget Requests sent by Ministry Teams to Administrator</div>
April	May	June
<div>Draft Budget to Board</div> <div>Leadership development/ orientation</div> <div>Spring Program planning by ministry teams</div> Adult Classes & Programs	Draft budget to board <div>Draft budget to members for review and comment</div> Adult Classes & Programs	<div>Annual Meeting</div> Adult Classes & Programs

Key:

<div>■</div> Annual Stewardship Cycle	<div>■</div> Annual Budget & Finance Process
<div>■</div> Annual Leadership Recruitment and Development Cycle	<div>■</div> Annual Program Planning Cycle

July	August	September
Adult Classes & Programs	<div>Board/ staff retreats</div> <div>RE Teacher Training</div> <div>Leadership Retreat/ Orientation</div> <div>Adult Classes & Programs</div>	Focus on Childrens' and Adult Classes & Programs
October	November	December
Adult Classes & Programs	<div>Nominating identifies potential new leaders</div> <div>Adult Classes & Programs</div> <div>Stewardship conversations with leadership/</div> <div>Auction</div>	<div>Nominating identifies leadership needs (interviews board members, ministers)</div> <div>Winter spiritual retreat and special programing</div> <div>Stewardship prep for Pledge Drive</div>

Key:

- Annual Stewardship Cycle
- Annual Budget & Finance Process
- Annual Leadership Recruitment and Development Cycle
- Annual Program Planning Cycle

Appendix

RASCI Chart

R=Responsible for the project (as agreed upon with staff partner, senior staff, coordinating team)

A=the individual or team to whom R is **Accountable** (detailed information provided as requested/ agreed upon)

S= anyone who will **Support** R (information given as needed for support)

C=the individuals and groups that need to be **Consulted** and/or who will **Contribute** to the project (given the part of the information that's to be worked on)

I=individual or groups that need to be **Informed** about the project (an overview is provided)

Example

Project / Date	Constituent / Role	Constituent/ Role	Constituent/ Role

Acknowledgements

Deborah Cayer took the lead in preparing this document and was happy to be able to collaborate with so many others.

Jacqueline Brett created ERUUF's contextualized history for a class at Meadville Lombard Theological School, and has used it in Membership classes ever since.

This document has been reviewed and commented on by members of the Board and the Board's Committee on Evaluation of Ministry; members of the Coordinating Team; senior staff; members of the Leadership Development Team; and many more lay leaders.

Michele Sager served as layout editor.

This is a living document that will be updated regularly so that it remains a vital resource for leaders.

Sources

Congregational Governance and Growth

Governance and Ministry, Rethinking Board Leadership, by Dan Hotchkiss, Alban Institute, Herndon, VA, 2009.

Inside the Large Congregation, by Susan Beaumont, Alban Institute, Herndon, VA, 2011.

Raising the Roof, Alice Mann, Alban Institute, Herndon, VA, 2001. See chapter 1, "Changing Size"
http://storage.cloversites.com/firstlutheranchurch2/documents/Raising%20the%20Roof%20Summary_2.pdf

The Fellowship Movement: a growth strategy and its legacy, Holley Ulbrich, Skinner House, Boston, MA, 2007.

"The Fellowship Movement," Holley Ulbrich, UU World, SPRING 2008

<https://www.uuworld.org/articles/the-fellowship-movement>

Website of the Unitarian Universalist Association

www.uua.org (history, governance, theology, and more)

Systems

Systems Thinking

https://www.youtube.com/watch?v=E75f_G2PcEw

Introduction to Self-Organizing Beyond Hierarchy

<https://www.youtube.com/watch?v=v-g6pRxkwUI&t=23s>

This and five following short videos provide great examples of when different types of working relationships are most useful to tasks and situations in organizations.

Religious Covenant

A short description and resources: <https://www.uua.org/leadership/learning-center/governance/covenant>

Dismantling Racism

You can find the dR Works Dismantling Racism workbook and many other excellent resources here: <http://www.dismantlingracism.org/>

Information for Group and Team Leaders

1. **If you lead an affinity group**, (e.g. the parent's group, the humanist group or the folk ensemble) that meets regularly at ERUUF, *you have a staff partner*.
2. Please be in communication with your staff partner and the ERUUF office about the following:
 - In March, the average attendance at your group.
 - Let your staff partner and the office know whenever there is a change in leadership of the group.
 - Review what is on the website about your group and discuss any desired or necessary changes with your staff partner. When agreed upon, report changes to the office.
 - Notify the Membership Ministry team if someone new attends your group and try to get some contact information if possible. This is one of the main "side doors" that we can use to build our beloved community.

- Encourage participants in your group to join MyEruuf and indicate that they are in the group.

Make it easy! Use the handy [Group Information form](#).

(MyEruuf is an excellent and easy way to communicate with your group, if all members are in the ERUUF database.)

3. If you lead a committee, task force, or other group that helps do the work of making ERUUF run smoothly (we call them ministry teams):

- Work with your staff partner to create an updated list of group members in October and at least one other time in the spring to the office. This list is kept in our database and recognizes the volunteers in MyEruuf. (We welcome notification of changes in membership at any time.)
- Let the office know whenever there is a change in leadership of the group.
- Submit notices about volunteers that are needed (volunteer@eruuf.org) as well as putting notices in e-news or tabling. Notices will appear on the volunteer opportunities webpage.
- Monitor any information about your committee/group that appears on the website. We are open to putting up information that you would like to have known about your group and its work. Simply send the wording or pictures to Office@eruuf.org.

4. If you hold, support or advertise an event or teach a class, within a week or two afterwards:

- At ERUUF – report the attendance at the event (or average attendance if it is a series). See the Activity Report form.
- In the greater community – report the number of ERUUFians attending
- Send pictures of the event for use on the website or in future articles/notices
- Write, or have some attendee write, a 1-2 paragraph story about the event – what it meant to you, how much fun or educational it was, etc. -which will be used to keep our website lively and interesting, as well as let people know about your group's mission

Leaders' Tool Kit

Practical Information

OFFICE

Office Hours are Sunday 8:30 AM to 1 PM

Monday through Thursday 10 AM to 4 PM.

The office is closed Friday and Saturday.

Staff may be working on projects in the office outside of office hours, but are generally not available for walk-in consultation when the office is closed. Arrangements will be made to admit congregants who have appointments with ministers or staff when the office is closed.

Telephones and Computers

Telephones are available in the Office and Workroom for local calls.

Computer/Fax/Copier Use

Office computers and fax machine are available only for staff and office/RE volunteers and for ERUUF business.

Wireless Codes

Each of the three buildings has wireless internet access available for members, groups, and leaders.

ERUUF Campus: **sanct497**

Copier Use

Use of the copier and is available during office hours for ERUUF related business. Consult with Office Assistant to coordinate copier use.

Complex Print Jobs

It is highly recommended that members call in advance to schedule use of the copier for complex jobs.

Copy Supplies

The Office Assistant can assist with the production of a copy or print job if it is for an ERUUF group or event. Files can be emailed to office@eruuf.org with instructions as to quantity, size; single or double sided, binding, etc. Color copies are not available unless approval is received from your budget head.

Personal Use

Members may request to use the copier for occasional personal use at a cost of 10 cents/page. Staff are not available to assist with “personal use” jobs.

Supplies

General office supplies are available to support the work of ERUUF groups.

Ordering

Consult with Office Assistant regarding supply needs. The office may regularly stock what you need or be able to procure supplies at a discount. (See Finance section.)

RE Supplies

Religious Education (RE) supplies are primarily for the use of RE classes on Sunday mornings. Certain materials (markers, crayons, tape, glue, paper, etc.) may be loaned to groups (with prior approval and if returned promptly). Please do not remove any items from the RE supply closets without permission.

FACILITY USE

Scheduling

The calendar for room use is coordinated by the Office Assistant. Advance planning for meetings and events is important to insure adequate space. Priority is given to ERUUF groups and events, but there are standing rental agreements with outside groups, especially evenings during the week. (See scheduling section below.) [Room Request Form.](#)

Opening and closing

Groups are responsible for both setting up and re-setting rooms for events. The guideline is to leave the room as you found it. If you are the last one in the building, please turn out the lights and lock the outer doors. For large events, consult with the Office Assistant to coordinate support for room set up.

Special equipment

Audio-visual equipment (microphone, CD player, projector, screen) available with advance request. Consult Office Assistant.

TV/DVD use

Several rooms on campus have built in TV/DVD (Blue-Ray) players. Instructions for use are next to each unit. HDMI and USB plugs are set for easy interface with laptops and tablets. Contact Office with questions.

Kitchen Use

The main guideline is to clean up and leave as found. Recycling is strongly encouraged.

Keys—Building Access

Keys may be requested for ongoing use, if access to one or more campus buildings is needed at least once a month. If access is needed to one more campus buildings at a frequency of less than once per month, Keys will need to be returned in the manner described below.

Key Request

Request for keys for ongoing use must be made in writing to the Office Assistant at least one week in advance. Requests must include name, contact information, the name of the group if applicable, reason for use, and frequency of use.

Key Sharing

No more than two keys will be issued to any one group. Keys cannot be transferred to others for unrelated use.

Lost Key

A \$20 fee will be charged in case the key is lost.

Key Issue/Return

Keys may be issued no earlier than one week in advance of an event and must be returned one week after an event. Keys must be obtained in person from the office during office hours. Keys should be returned to the office during office hours unless prior arrangement is made with the Office Assistant to drop keys in the lock box located in the kitchen adjacent to the Commons Room of the CARE building.

Security

Sharing multiple buildings with multiple groups in a large community requires mindfulness for security concerns and key use. Key policy represents an attempt to balance the needs of convenience and security. Key policy does not represent a referendum concerning an individual's trustworthiness.

Scheduling

Room Booking

To schedule an event, or series of events, fill out the [Room Request Form](#) on the ERUUF website, or ^[5]contact the Office Assistant.

Posted Schedules

Schedules are posted in each of the campus buildings. A copy of the schedule is available for review on the counter opposite the mailboxes in the office. This copy contains the ERUUF schedule 8 weeks from the present week. Events cannot be scheduled by inserting an entry into the calendar on the counter. Scheduling can be accomplished only through contact with the Office Assistant.

Room Needs

When scheduling an event, please provide the estimated number of attendees, whether quiet is needed or noise is to be expected, whether or not food and/or drink will be consumed, and whether audiovisual or other resources will be needed (e.g. flip charts, etc.)

Sound Request

Request for sound in the Sanctuary requires a technician. No one may operate the sound system, or any element of, in the sanctuary other than a sound technician authorized by the office. Requests for sound are channeled through the Office Assistant to the volunteer coordinator for sound technicians.

Advance Scheduling

Scheduling of events by ERUUF groups may not extend beyond 12 months in length or the end of the calendar year, whichever is less

Room Reassignment

The ERUUF office reserves the right to move a group to another room that will accommodate the number of attendees provided at the time of scheduling or subsequent update.

Setup Assistance

Groups are responsible for their own set up and breakdown. Rooms should be returned to room neutral and room left as found.

Available Space

Whether or not an event can be scheduled depends upon both the availability of space, and any human resources needed. Mere availability of the physical space may not be sufficient to schedule an event.

Facilities Orientation

To receive an orientation to the facilities including lights, locks, thermostat, how to set up and breakdown tables and chairs, and use of sound system in the Fellowship Hall, make an appointment with the Office Assistant.

Life Event

If you need to arrange facility use for a life passage event, such as a child dedication, wedding or anniversary ceremony, or memorial service, call Rev. Cayer. The appropriate minister will coordinate with the Office Assistant to schedule your life event. This will involve checking the calendar for availability, checking with the minister, and Office Assistant, Administrator or Facilities Assistant for availability (to explain lights, locks, thermostat, etc.), and to arrange for sound technical services.

FINANCE General

Each team or group is responsible for the management of the resources allocated for the budget year. Transparency and accountability are a key part of this process. The new organizational pattern provides an invitation to communication, collaboration, and coordination. For each step of the process, whether for project planning or fund disbursement, the staff liaison to each team/group needs to be in the loop to support the specific work and integrate that work into the larger network of projects within the shared ministry of the Fellowship.

Budget Reports

All requests for budget information are to be directed to the Director of Administration. Quarterly reports will be distributed to all committee and team chairs.

Request

Use of team/committee budget resources goes from the group through the designated chair to the staff liaison (for oversight/approval). All requests then go through the Director of Administration (oversight/processing/coordination) to the Bookkeeper for processing. (See Purchase Requests below for more details.)

Planning

The annual budget process requires input from different groups regarding plans and needs for the upcoming year. The request/response timetable is Feb-Mar.

Purchase Requests

Prior Agreement. Coordinate plans to make purchases with team chairs and staff liaison before making any purchases.

Reimbursement Form

Forms are located in the ERUUF front office in a clear plastic compartment under the thermostat by the mailboxes. Please fill out form, sign and date it, get the appropriate leadership approval, and then put in the mailbox of the bookkeeper. Without written approval, your reimbursements may be delayed as it will be given back to you to obtain approval. This approval is a required good financial practice and is our way of protecting the assets of ERUUF.

Evaluate

Before incurring any expenses on behalf of ERUUF, find out if there is already a way to get what you need without any personal financial outlay. ERUUF has accounts at various businesses that will bill us directly and sometimes at a lower business rate. (Example: The office is able to handle your needs for office type supplies such as paper, binders, labels, etc. Please try to give the office notice of your needs. A one week minimum is, under most circumstances, adequate time to ensure that your supplies will be here.)

Purchasing

If you do purchase things on your own, please make sure to get prior written approval from the proper person in charge of that budget area. Remember when making purchases on behalf of ERUUF not to include any of your personal items on the receipt.

This means that if you go to the grocery store and buy snacks or beverages for an ERUUF activity, it can't be with your own grocery order and just our amounts circled on the receipt. ERUUF receives back all sales tax that is paid to NC, but only from purchases that are exclusively for ERUUF.

Check Writing

The financial processing and accounting at ERUUF works on a regular schedule and according to Internal Controls that have been approved by the Board of Trustees and the Finance Committee.

Checks are cut once per week, not on demand.

Generally reimbursement forms submitted the week before can be processed in a timely fashion. At the same time, there are internal checks and balances that may impact the timeline of form submission and check disbursement.

Check Request in Advance

Checks can be requested in advance, but only with an invoice from the company with which you are dealing.

Example A. You will need snacks/lunch for a workshop and place an order with Jason's Deli. Payment is expected when the food is picked up. Jason's will email us an invoice ahead of time (one week is the best time frame, if possible), and we will write a check to Jason's that you can deliver when you go to pick up the order.

Example B. You will be ordering poinsettias for your fundraiser and Multiflora will be delivering them. You can ask for an email copy of the invoice to be sent ahead of time to the office and you will have a check to give to them at delivery.

Credit Card

The ERUUF credit card processing system has shifted to an online virtual terminal. Credit card payments for any event or purchase can also be made with by hand on paper credit card receipts. A paper receipt is given to the purchaser and the paper receipt is kept in the office and processed only by the Bookkeeper.

If you are taking payment at an event it is important to verify all the information including name, address, phone, credit card number, and exp. date. Questions: Office Assistant or Administrator.

Collecting Money

All events and fundraising activities that involve the collecting payment need careful monitoring money handling. Money box and receipt book are available in the office. All money needs to be counted and placed in an envelope with a total and signed note from the counters, then put in the office safe or given to the Office Assistant. If a cash bank is needed to make change, please request in advance from the Administrator.

Pledges, Contributions, and Fundraising Questions

All questions about pledges, contributions, and fundraising need to be directed to the Bookkeeper. Other staff and certain volunteers may have some information in this area, but may not have the whole picture. To avoid confusion and potential misinformation, please consult the Bookkeeper.

Fundraising


All fundraising activities and plans need to be cleared with the Administrator. This simple step of communication can facilitate the coordination of efforts throughout the Fellowship to avoid have multiple groups seeking to raise money on the same day/week/month. Specific guidelines spelled out in the ERUUF Fundraising Policy are available upon request.

PUBLICITY

ERUUF Publications

Sunday Bulletin/E-news: Submission deadline, every Wednesday by 1:00 pm. Email to bulletin@eruuf.org. Include name, phone, email, group. Questions: Office Assistant.

Membership Directory

Updated at least once per year. Available to members in the office. Forward corrections and address changes to Membership  Director. **My ERUUF** is our on-line Directory available to all Members (password protected, ERUUF administered).

Web Site

Posting Requests. Email to website@eruuf.org. Include name, phone, email, group. Allow 10 day advance notice for time sensitive material. Please forward info on any technical problems or content errors to the Administrator. Errors will be addressed in a timely fashion.

Photos

Pictures of people and events at ERUUF are needed for visual development of the web site. After seeking permission of people in photographs, please forward digital files to the office.

Bulletin Boards and Counters

Event Posting.

The bulletin boards at ERUUF are available to advertise ERUUF programs. To post a one page flyer, contact the Office Assistant. To post information on programs contact the Administrator, Membership Director or RE Director.

Outside Events.

The bulletin board outside the CARE building is the only place available for posting flyers for community and facility rental groups. Events must be congruent with ERUUF principles. Consult with Office Assistant for posting permission.

Sanctuary Gallery Counter. The lobby counter is available to display ERUUF publications under the supervision of the staff. Consult with the Membership Director for guidelines.

Front Office Counter. This space is kept clear with few exceptions (e.g. congregational meeting handouts). Display racks next to the counter are filled by staff with key ERUUF informational material. Consult with Office Assistant or Administrator for requests.

Posting Flyers

Guidelines. Posting flyers is available on bulletin boards and on table displays. Taping flyers randomly on windows, walls, and doors around campus is not permitted. This can create a cleaning challenge and a haphazard aesthetic to the campus. Temporary Exception. The building use calendar is posted by staff on the window near the door of the buildings.

Tabling

Tabling Protocol. Sunday morning tabling in the Fellowship Hall is available on a first come, first served basis. One table per group. Posters and supplies are stored in the Fellowship Hall lobby closet. Contact the Office Assistant for tabling issues. **Non-ERUUF Group.** Tabling for a non-ERUUF group or event must be approved in advance by the Administrator.

Fundraising

Fundraising activities must be cleared with the Administrator/Coordinating Team and follow ERUUF [Fundraising Policy](#) (available upon request).

Media

Media Requests. All media inquiries need to be forwarded to the Lead Minister and/or Board President. A more detailed description of the Media Policy is available upon request.

Weather Contact.

The Director of Administration and Lead Minister will contact appropriate media outlets if ERUUF events are to be cancelled/delayed due to weather. Current info: www.eruuf.org.

Press Releases

Press releases about ERUUF events are encouraged to promote the work and ministry of the Fellowship to the larger community. Please clear and report about all media communications with the Director of Administration. Again, this is to facilitate coordination among the different groups in the Fellowship and also to insure overall message consistency/congruency from ERUUF. If articles or notices appear in any local newspaper or UUA publication, it would help to know about it in order to link the “news” with ERUUF communication streams (Currents, bulletin, web site).

PROJECT PLANNING [8]

Project Planning Checklist

Connect project goals with mission and ends of ERUUF. Coordinate with appropriate Ministry Team(s). Coordinate with appropriate staff liaison. Communicate with Office (plans, space/resource needs, publicity, etc.).

Calendar—plan in advance and in concert with the larger calendar at ERUUF.

Work in Partnership (within group, with other groups/leaders/staff, with outside community)

On Campus Resource Stewardship (leave space clean and neat, no tape on windows and doors).

Communicate with respect and care—assume the best in each other.

CHILD CARE POLICY

Introduction

To encourage the maximum participation of ERUUF families at congregation events and meetings, child care should be offered for all major events and as many smaller events and activities as possible. We recognize that, depending on the type of activity, there may be varying numbers and ages of children. Therefore, close coordination among the parents, event planners, and child care providers is necessary to provide a safe and friendly environment for our children and careful use of our resources.

Procedures

In Advance of the Event

Designate a Child Care Coordinator who will be responsible for arranging child care in consultation with the Director of Religious Education (DRE). The DRE will provide a list of available child care providers—teens who have completed applications, interviews and who have undergone infant/child CPR and first aid training. The DRE will also provide information about requirements of our Safe Congregations Policy for Children and Youth and availability of supplies and activities. The Child Care Coordinator for the event will contact child care providers and make arrangements with them, including arrival and ending time.

Reserve room(s) with the Office Assistant

Typically this will be the Nursery (infants to age 3) and an appropriate classroom (age 4 and up) more suitable for age-appropriate activities.

Recruitment of child care providers

Recruitment of child care providers should be done as early as possible as teen schedules tend to be busy. There must be at least two child care providers or volunteers per our Safe Congregations Policy even if only one child is registered. Additional staff may need to be recruited based on numbers of children expected. It may be necessary^{[9][DT10]} to recruit adult volunteers depending on availability of teen staff and numbers of children registered for child care.

Adult volunteers must sign the UUA Code of Ethics for Persons Working with Children and Youth and complete an Authorization to Perform a Background Check.

Ratios: Ages 0-2 1 child care provider for every 3 infants/toddlers Ages 3-5 1 child care provider for every 6 children Ages 5-10 1 child care provider for every 8 children

Event publicity should clearly state that child care will be provided only with advance registration. Set a deadline for registration one week in advance of the event. If no parents have registered a need for child care, contact any child care providers who have been scheduled and let them know that their services are not needed. It is our policy to compensate our child care providers for a minimum of one hour even if no children show up.

Arrange with the ERUUF office for any keys needed to access supplies or equipment.

Confirm/remind parents 72 hours in advance of the event and request that the Child Care Coordinator/Supervisor be notified at least 24 hours in advance if parents no longer need child care. **Confirm/remind child care providers** 72 hours in advance.

During the Event

Designate an on-site Child Care Supervisor who will be responsible for the following:

- Arrive 20 minutes prior to the event and make sure the rooms are ready and have necessary supplies, games, TV/DVD (if appropriate), etc.
- Prepare a sign stating where child care will be and post it appropriately.
- Prepare an attendance sheet listing the names and ages of children registered. Parents are expected to sign in and out their child(ren).
- *Check in with child care providers at designated arrival time and introduce self as their contact for the event. Let them know how long they should stay if no children show up. Even with registration, we have had the experience of parents failing to notify us of last-minute changes in plans. Perform a final check with child care providers that they have everything they need and/or access to additional supplies.
- Check in with child care providers every 45-60 minutes.
- Check in with child care providers at the end of the event – or when they come to tell you they are leaving – and make sure the room(s) used are clean and that the child care providers have completed their time sheets.

Following the Event

The on-site Child Care Supervisor should submit a report to the DRE to include names of child care providers, duration of event and numbers of children attending. This will help us in budget planning for child care. Be sure to report issues or concerns to the DRE about child care providers, room conditions, behavior issues, etc.

Compensation

Our child care providers are paid through the ERUUF payroll. ERUUF has a child care budget, but it is primarily set to cover the Sunday morning nursery. Depending on budget conditions, the organizing group may need to subsidize the child care expense. We pay our child care providers \$7.50/hr minimum (this needs to be reviewed annually). If no children show up for the event, our child care providers are paid a minimum of one hour.

EMERGENCY CONTACTS

Facility Issues: David Scheidt, Facilities Assistant (919-602-8175) Daniel Trollinger, Director of Administration (919-608-0303)

Police, Fire, Ambulance: 911

Police Non Emergency: 919-560-4427 & 919-560-4209

First Aid Kit Locations:

Sanctuary. Office break room (Drawer between sink and microwave)

CARE Bldg. RE Director's Office & Kitchen

Fellowship Hall. Kitchen

Water Shutoff:

Sanctuary. Janitor's closet in Administration wing CARE Bldg. Room 16 (Lower Level). Wall access panel above baseboard to the left of room a/c unit. Fellowship Hall. Kitchen

Plumber: Morris Plumbing: 919-598-5650. Alternate: Brown Brothers: 919-220-2554

Main Electrical Panel:

Sanctuary. Electrical closet next to coat room.

CARE Bldg. Room 12 (on wall behind cloth curtains)

Fellowship Hall. Sound Room

Electrician: Quality Electric: 596-8113 Nights, weekends & holidays: 506-5033

HVAC: Comfort Engineers: 383-0158

Natural Gas: PSNC Energy: 877-776-2427. Account #: 172541-010-7

Tool Kit Locations: Front office.

In the event of an emergency, every effort should be made to contact the Director of Administration or Facilities Assistant. If that is not possible, call one of the ministers. Common sense should always prevail, and prompt notification made to staff of any emergency responses taken in their absence.