

UUCSS Program Council Handbook

2016 - 2017

Unitarian Universalist Church of Silver Spring
10309 New Hampshire Avenue
Silver Spring, MD 20903
301-434-4050

Revised: June 20, 2016

Table of Contents

Welcome to the Program Council!	1
First Things First	1
Overview of UUCSS Church Governance	1
Our UUCSS Community Covenant	2
What is your Role at UUCSS?	3
Your Responsibilities to your Committee	4
Your Responsibilities on the Program Council	4
PART 1: COMMITTEE CHAIR RESPONSIBILITIES	5
1A: Consciously Build Community: a UUCSS Philosophy	5
Create a Mindful and Creative Church Space	5
Balance Tasks and Relationship-building	5
Use the Strategic Plan	6
Practice Appreciative Inquiry	6
Focus on the Big Picture.....	7
1B: Strategies for Managing Church Committees	8
Delegate, Delegate, Delegate (Use Committee Portfolios)	8
Keep your Eye on Committee Size	8
Conduct Effective Meetings	8
Communicate Regularly with Your Committee	9
Manage Your Budgets and Money.....	9
Write your Committee Monthly Reports and Annual Reports	9
Consult and Contribute to Archives	10
1C: Tips for Nurturing and Recruiting Volunteers	10
Appreciate your Volunteers	10
Recruit New Members (as Needed).....	10
Groom Your Successor	12
1D: Communicating within UUCSS	13
Communicating with Church Staff	13
Communicating with the Congregation (Publications & Deadlines)	13
1E: Planning Events @ UUCSS	15
Checklist for Event Planning.....	15
Scheduling and the Church Calendar	16
Choosing a Space	16
Creating Inclusive Spaces: Planning Meals	16
Creating Inclusive Spaces for Deaf Members and Friends.....	17
Creating Inclusive Spaces for Families: Setting up Childcare	19
Creating Inclusive Spaces for Hearing Challenged Members and Friends.....	21
Setting up (with help from the Sexton)	21
Setting Up Audio and Video	21
Event Marketing.....	22
Think Green!	22
Cleaning Up After Church Events.....	24
1F: Other Helpful Things to Know	25
Know Your Resources.....	25
Gathering Information from/ Contributing to Church Databases	26

Gaining Access to Church Buildings (and other Property-related questions)	26
Part 2: Church Leader Responsibilities	27
2A: Your Responsibilities on the Program Council.....	27
2B: Why Do We Have a Program Council?	27
2C: Council Covenant.....	27
2D: How Do We Work Together?	28
Program Council Monthly Reports.....	28
Program Council Monthly Meetings	28
Committee Annual Reports	29
UUCSS Policies and Charters	29
Volunteer of the Month:.....	29
2E: Resolving Conflicts with the Church.....	30
Appendix A: The Good Ask	31
Appendix B: Designating Portfolios and Revising Charters	33
To Develop or Reassess Committee Portfolios:	33
Charter Template	34
Appendix C: UUCSS Program Council Charter (Effective Date: July 1, 2013)	35
Appendix D: Church Map.....	37
Appendix E: 2015-16 UUCSS Church Calendar	39
2015-2016 Worship Themes	43
Appendix F: Directory for Church Leaders and Staff/ UUCSS Organizational Chart.....	44

“Don’t ask what the world needs.
Ask what makes you come alive, and go do it.
Because what the world needs is people who have come alive.”
Rev. Dr. Howard Thurman

Welcome to the Program Council!

By becoming a member of the UUCSS Program Council, you are offering your ministry to our community. Thank you for your commitment!

As a lay leader in our congregation, you will be making important decisions and taking action to nurture our community. It's a big responsibility, but you are not alone. The Program Council is a team, and there are many resources to help you along the way.

This handbook will help you get started in your role. In addition, the council chair, vice-chair and minister are available for support. Please don't hesitate to ask questions!

Thanks again for all you do!
UUCSS Program Council Chair
councilchair@uucss.org

FIRST THINGS FIRST

As a new committee chair,

- Let the Program Council Chair councilchair@uucss.org and Vice Chair volunteer@uucss.org know you're now heading a church committee.
- Write to logicaemail@uucss.org and explain who should be receiving church email directed to your committee.
- Write to VP of Finance finance@uucss.org and ask for your committee budget information.
- Write to our treasurer@uucss.org and explain who is authorized to sign off on your committee budget.
- Look over your committee charter. If your former chair does not have a copy contact the Program Council Chair.
- Review this handbook.

The Program Council Chair and Vice Chair can support you in all of these activities.

OVERVIEW OF UUCSS CHURCH GOVERNANCE

The Unitarian Universalist Church of Silver Spring is governed by "congregational polity," which means that our congregation makes all its own decisions through the democratic process. Our Church is a member of the Unitarian Universalist Association (UUA). The UUA provides helpful member benefits but does not fund us; nor does it direct any of our affairs.

The UUCSS Board of Trustees is elected by the Congregation and oversees the operation of our Church in accordance with the UUCSS Constitution. The Board guides the implementation of long-term goals and policy and is legally responsible for the fiscal operations of the church.

Our Parish Minister is called by a vote of the congregation after an elected Search Committee selects a candidate. The Parish Minister is the Senior Minister of the Church and serves as Chief-of-Staff. The Parish Minister and the Associate Minister provide professional ministerial leadership and spiritual guidance. Our Director of Religious Education oversees all Religious Education programming at the Church.

The Program Council through its volunteer committees provides structure for church members to operate all the programs of the Church in conjunction with our professional leaders. The Council is led by the Board Vice President for Programs and includes the Chairs of all standing committees.

In 2012 the Church created a second five-year Strategic Plan to identify areas of focus and provide a plan for achieving our goals.

OUR UUCSS COMMUNITY COVENANT

We, the Members, Friends, and Staff of UUCSS are committed to affirming and promoting the inherent worth and dignity of every human being and supporting spiritual growth and learning. We enter into this covenant with one another to foster a caring community, celebrate our differences, encourage trust and respect, and support our committees and leadership structure. Knowing we will at times fall short of these ideals, we intend to use this covenant as our guide for the behavior we expect of ourselves and others as we live and work in community.

FOSTER A CARING COMMUNITY: We will act with kindness, empathy and compassion. This means we will:

- Be considerate of others' feelings;
- Use humor to unite us not divide us;
- Assume people mean well;
- Understand and forgive our own limitations and the limitations of others;
- Be friendly and welcome newcomers by reaching out to them, inviting them to participate, and providing them with information.

CELEBRATE OUR DIFFERENCES: We will set aside our individual agendas and look for common ground so as to find the "we" in our journey together. This means we will:

- Listen with an open heart and mind across differences;
- Relate in an honest, respectful manner and listen carefully to each other's viewpoints;
- Seek to learn from our differences rather than acting negatively upon judgments we make about others.

ENCOURAGE TRUST AND RESPECT: We will nurture a safe and supportive atmosphere, respectfully address concerns, seek productive resolution of conflict when it arises, and help others in that process.

We will strive to create an atmosphere of trust and respect. This means we will:

- Set clear boundaries and respect those of others;
- Be loyal to the absent and refrain from criticizing those who are not present;
- Respect confidentiality by keeping confidences and not asking others to break them

We will address concerns productively while striving to remain in community. This means we will:

- Raise issues directly, promptly and bravely and recognize that we are asking others to do the same with us;

- Address conflict in person when possible, avoid hasty responses, and make time if someone approaches us with a concern;
- Communicate gently and respectfully and listen openly;
- Focus on resolution within the context of our community's principles;
- Seek support from leadership if we need assistance in resolving significant conflict or if the conflict is escalating;
- Strive to restore the relationship through forgiveness and letting go.

We will offer support to those in conflict. This means we will:

- Provide support and caring to all parties engaged in conflict resolution;
- Encourage others to confront issues directly, commit to resolving them, and strive to remain in community.

SUPPORT OUR COMMITTEES AND LEADERSHIP. We will participate in and provide support to our community as well as our committee and leadership structure.

We will share the work of advancing community goals. This means we will:

- Recognize that being in community is hard work;
- Share the work of the community as able in taking on responsibilities or delegating them as necessary;
- Express appreciation for each others' contributions and their willingness to serve our community;
- Honor and follow through on commitments in a timely and thorough manner and communicate promptly with others if we are unable to do so;
- Give information accurately and thoroughly;
- Encourage people who routinely contribute large amounts of volunteer time to take care of and replenish themselves;
- Honor the covenant before the task and honor the person before the work.

The congregation and leadership will work together to implement the Vision and Mission of the church. This means:

- The congregation will empower our leadership with information and support;
- Our leadership will engage the congregation in dialogue about the direction of the church;
- We will look for opportunities for healthy evolution of the community;
- We will take responsibility for our concerns and needs and consider them in relation to those of the community.

WHAT IS YOUR ROLE AT UUCSS?

You are both a **Committee Chair** and a **Church Leader on the Program Council**. As a Committee Chair, your task is to provide leadership and help facilitate the work of your committee. You are also part of the church leadership and, by participating in the Program Council, help coordinate the life of the church and consider church policies and practices that will nurture our church life.

Remember: you're not alone in these responsibilities. The Council can help; the Council vice-chair has many resources to support your committee as well.

Your Responsibilities to your Committee

- Be familiar with your committee charter, which lays out the purpose, tasks, and schedule for your committee. If you need a copy of your committee charter, please contact the Program Council Chair or Vice Chair.
- Hold regular committee meetings, as necessary for the work of your committee.
- Recruit and train committee members.
- Find and train your replacement. About 1 year into an average 2 year term, start to groom a successor.
- Regularly review the information on the website related to your committee.
- **Part 1** of this Handbook offers an overview and tips for your work as a **chair**.

Your Responsibilities on the Program Council

- Work with the council to facilitate the smooth function of church programs.
- As a church leader, be aware of leadership decisions and help to keep the congregation informed.
- Work with the Board to implement the Strategic Plan.
- Attend Council meetings.
- Work together with the Council to prepare an annual calendar of events (Spring).
- Prepare an Annual Report (May).
- Prepare a committee budget.
- **Part 2** of this Handbook offers an overview and guidelines for your participation in the **Program Council**.

PART 1: COMMITTEE CHAIR RESPONSIBILITIES

1A: CONSCIOUSLY BUILD COMMUNITY: A UUCSS PHILOSOPHY

While your committee will have goals and tasks, as laid out in the committee charter, the work of the committee comes through conscious community building. Everything your committee accomplishes should make our congregation better. To get to those great accomplishments, you have to work behind-the-scenes to build a foundation for the committee's work.

Create a Mindful and Creative Church Space

Many church leaders are also managers in their workplace and in the DC area, most of those work places are bureaucratic. But the focus of church work is not only about getting things done, but also about supporting each other in a faith community. As you lead your committee, consider the differences between working with volunteers and working with staff in an office. The chart below shows key language of the workplace translated into the language and concepts of volunteering in a church context.

Office	Church
Product	Process
Job to fill	Opportunity for involvement
Delegate	Empower
Effective	Intentional
Direction	Request/Opportunity
"Productive"	Mindful
Hierarchical	Peer to Peer; Member to Member
Professional	Personal
Worker	Volunteer
"Unload" a task	Find ways to link the task to a volunteer's interests or desire to help. (If you even have the word "unload" in your mind, it will likely come through).
"Helpful" suggestions are generally viewed as helpful	Helpful suggestions, not backed up with an offer to help implement them, are often viewed as just creating more work in a church context.
Okay to talk with anyone about work at any time in the work day	Recognize that some times at church are not good to talk about committee activities. Ask if this is a good time to talk and be prepared for a "no." (Maybe email is better than during coffee hour; etc)
Take notes.	Knit, crochet, needlepoint and doodle

Balance Tasks and Relationship-building

At the end of your committee meeting, as chairperson you should see two major accomplishments – the growth in personal relationships between all members, and a list of agenda items that have been

completed. Being a team means getting to know your fellow church members better AND getting your work done. If one supersedes the other, you do not have a good balance.

You can help set the tone of your meetings by creating the space—physically and mentally. *However you begin—whether with chalice lightings and/or mini-feasts—try to create an atmosphere that allows people to engage not only with their intellect but also with their emotional and spiritual sides.* Find a way to signal that the group is entering into church work, with our covenant to engage honestly and supportively. This does not mean that committee work needs to be serious and grave; lively and humorous meetings can energize and motivate. At the same time, don't dismiss your work items. At the end of your meeting, you need to have closure on several items and a list of items for further discussion. Have a good time AND get your work done.

If you would like support in designing rituals or setting an overall spiritual tone in your committee meetings, consult the Program Council Vice Chair (volunteer@uucss.org), the Associate Minister (assistantminister@uucss.org) or the Senior Minister (minister@uucss.org.)

Use the Strategic Plan

In 2007, UUCSS adopted a 5-year Strategic Plan and in 2012, UUCSS created a 2nd 5-year plan. The Plan provides an overall set of church priorities, and schedule of tasks delegated to committees and church leaders. The current plan can be found on the UUCSS website.

Regularly consult the Plan and ensure that your committee is completing assigned tasks and working to support the broader vision of the Plan. The Board Planning Committee will regularly work with the Program Council to assess how we are doing and continue to set goals. This work is often the focus of the Church Leadership Retreats (see Part 2.)

If you do not have a copy of the latest Plan, ask the Program Council Chair, councilchair@uucss.org, or the Board Vice President for Planning.

Practice Appreciative Inquiry

The Strategic Plan recommends that church leaders use Appreciative Inquiry as much as possible as we carry out our church work. (The Strategic Plan itself was developed through the Appreciative Inquiry process.) Appreciative Inquiry is a model of decision-making that begins not with deficits, problems or needs, but with a reflection on what is working well, what makes participants come alive, and how we can build on our successes to create the changes we desire.

The major assumption of Appreciative Inquiry is that *in every organization something works and change can be managed through the identification of what works, and the analysis of how to do more of what works.*

Problem-Solving Model	Appreciative Inquiry Model
Define the problem	Commit to a process to name the best of what is
Analyze causes	Inquire about what has worked best/ interviews
Analyze possible solutions	Imagine what might be by reviewing interviews
Fix what's broken	Innovate what will be
Focus on decay	Focus on life-giving forces/ Amplify what works
<i>What problems are you having?</i>	<i>What's working well around here?</i>

“Appreciative Inquiry is a complex philosophy that engages the entire system in an inquiry about what works. The inquiry discovers data that is then analyzed for common themes. The group articulates

the themes and dreams of “what could be” and “what will be.” *What will be* is the future envisioned through an analysis of the past. The entire system maintains the best of the past by discovering what it is and stretching it into future possibilities. This differs from other visioning work because the envisioned future is grounded in the reality of the past.”¹

Ten assumptions about Appreciative Inquiry²

1. In every organization, some things work well.
2. What we focus on becomes our reality.
3. Asking questions influences the group.
4. People have more confidence in the journey to the future when they carry forward parts of the past.
5. If we carry parts of the past into the future, they should be what is best about the past.
6. It is important to value differences.
7. The language we use creates our reality.
8. Organizations are heliotropic.
9. Outcomes should be useful.
10. All steps are collaborative.

If you would like support in understanding or using Appreciative Inquiry, contact the Program Council Chair (councilchair@uucss.org) or the Vice Chair of the Program Council volunteer@uucss.org.

Focus on the Big Picture

As chairperson, a great deal of your energy will be devoted to coordinating your members and coordinating between your committee and the rest of the congregation. You’ll need to update the Program Council on what your committee is doing, work with other committees to build relationships and accomplish work items, and filter information (e.g. service information, building information, committee changes, budget status, etc.) to your committee members in order to accomplish the work of the committee.

This is not to say that you as chairperson have to do all this yourself. Generally being chairperson means coordination. You should be the “big picture” person on your committee, keeping in touch with members and reflecting on the health and morale of the committee, assessing whether the committee is taking on too much or too little, considering how your activities fit with the committee purpose and capacity. Keep an eye on how the work of the committee is distributed: don’t allow one person (including yourself) to take on so much that he or she feels burned out—pause and look at the options: delegate more, bring on more members, or reduce the workload. It’s tempting to start to do much of the work yourself, but resist. *As chair, if you are too caught up in the day-to-day running of committee tasks, you may not have energy left for this important, big-picture work.*

¹ Susan Hammond, *The Thin Book of Appreciative Inquiry*. 2nd ed. Plano, Tx: Thin Book. 1998.)

² Mark Lou Branson “Ten Assumptions of Appreciative Inquiry” *The Alban Institute* <http://www.alban.org/conversation.aspx?id=3674> 2007.

1 B: STRATEGIES FOR MANAGING CHURCH COMMITTEES

Delegate, Delegate, Delegate (Use Committee Portfolios)

Portfolios are a way to divide the work and responsibility of a committee into clearly manageable and well-defined roles.

- The current portfolios for your committee should be spelled out in your committee charter. If you need a copy of your committee charter, please contact the Program Council Chair or Vice Chair.
- Your committee should regularly review the charter and portfolios to make sure they're accurate to the goals and activities you're currently taking on.

For the chair, the advantage is that the weight and responsibility of the committee work are more equitably distributed, and the chair can serve a supportive and facilitative role, coordinating the committee rather than scrambling to anticipate upcoming work and assigning tasks.

For the committee members, the advantage is each committee member can take fuller ownership of a particular area of the committee work. Knowing the goals of a particular task, he or she can approach it more creatively and plan ahead for it, drawing on the support of the committee to help imagine and carry out the goals. Committee meetings become places where everyone checks in and works together on the goals, rather than a place where the chair divvies out tasks.

NOTE: Appendix B provides a quick overview of some steps for setting up portfolios and revising charters.

Keep your Eye on Committee Size

Ideally, teams work best when they are small—around 6 to 8 people—which is exactly the number of people most committees at church are supposed to have. It's difficult to establish connections and make decisions when the group is too small or too large. Committees that are too small (one or 2 people) tend to bum out quickly despite best intentions. See Section 1C below for tips on recruiting.

Conduct Effective Meetings

Beforehand

- Prepare an agenda.
- Arrange for someone to bring snacks.
- Arrange the room, paying attention to how you set the mood for your meeting.

At the meeting

- Light a chalice and say opening words (or engage in some other ritual) to set the tone for the meeting.
- Begin with a check-in.
- Appoint a time keeper at the beginning of the meeting.
- Pay attention to how committee members participate. You may need to manage the conversation so that members who are comfortable speaking leave room for those who are waiting to be invited in. If necessary, arrange the seating so that the more dominant members are spread around. (Generally, they should not be opposite you or right next to you.)
- End with a list of action items.
- Set the date and time of the next meeting.

- End with closing words or a moment of silence.

After the meeting

- Follow up with committee members who have agreed to take on tasks.
- Follow up with committee members who were not present at the meeting.

Communicate Regularly with Your Committee

Keep communication clear and open. Most committees meet once a month, but this frequency is a guideline and not set in stone (check your charter). It is more important is to communicate frequently. If you are not in contact with your committee often, tasks will be forgotten, ideas pushed aside and members could be left feeling isolated.

Many committees prefer to communicate using a listserv/yahoo or Google group, but don't assume this is the best method. Have open discussions with your members about which kind of contact each prefers: some cannot access email at work; some cannot take phone calls after a certain time. Know how your committee members prefer to communicate and honor that.

Your committee will also need to be in regular contact with other committees, church staff, and the membership as a whole. Such on-going communication should be built into your regular committee work. In all of these areas, keep in mind these guidelines for good communication. (See the section below on Communicating within UUCSS for more tips.)

Manage Your Budgets and Money

Board VP of Finance can tell you the starting budget and the remaining budget as of the last month end.

- Email finance@uucss.org or ask the finance committee representative who will come to Program Council every quarter.

As committee chair, you are authorized to sign off on that money.

- Make sure the church treasurer knows that you are now chair: contact treasurer@uucss.org. If you ever authorize anyone else to sign off for this budget, keep the treasurer informed.

The easiest way to access the money is to pay for an item and then ask the church to reimburse you.

- You'll find green forms at the office to fill out for this purpose.
- If you will be making a large purchase, consult the Church Administrator or the VP of Finance to secure our tax-exemption number.

You'll be asked to prepare a budget for each fiscal year. In general, the process is

- Review past budgets (ask previous chairs of the committee or the VP of finance);
- Consider any additional projects your committee might take on in the coming year;
- Present a draft budget when requested by the Program Council Chair (usually in Nov or Dec);
- Work with the Program Council to make adjustments based on other committee needs.

Write your Committee Monthly Reports and Annual Reports

Information about monthly and annual reports is included in Part 2D.

Consult and Contribute to Archives

You don't need to reinvent the wheel as you do your committee work. If you don't have materials from your predecessor, consult the church archives. You can find guidelines for running events and activities, policies, meeting minutes, and all manner of documents of your work.

Conversely, your successor should not need to reinvent the wheel. As you compile materials for your committee, submit them to the church archives, so that future committee members can access them. Send in materials regularly.

- To enter material into the archives, send documents to administrator@uucss.org with subject line ARCHIVES.
- To access material from the archives, you may request them from the church administrator. Indicate which committee folder you'd like her to send to you. There is also a computer available in the church office that you can use to access the archives.

1C: TIPS FOR NURTURING AND RECRUITING VOLUNTEERS

Appreciate your Volunteers

The best way to ensure that your committee members and volunteers feel appreciated is to be mindful about what you ask and how you thank them. Consider their time and creativity as you make requests: be clear about your needs and don't change plans at the last minute without consulting first. Whenever possible, actively appreciate their efforts.

There are several church-wide avenues for recognizing individuals: the Volunteer of the Month and Program Council Thank-You Cards.

Volunteer of the Month

Each month the Council votes on a VOM, and that person then is recognized with an article in the weekly Order of Service and the all-church email. Anyone can recommend a person to be the Volunteer of the Month. (For more on how to write up such articles, see the information in the Program Council section of this handbook.)

Program Council Thank You Notes

In addition to the VOM, the council sends cards to other volunteers whose efforts have made a significant contribution to church life. Has someone on your committee made a special effort? Don't forget to notify the council chair so that the council can send that volunteer a card.

The council may also sponsor periodic volunteer recognition events. Keep a list of people who have contributed to the efforts of your committee.

A personal thank you is always welcomed!

Recruit New Members (as Needed)

Recruiting members is an on-going part of committee life. While the chair is responsible for anticipating when a committee needs new members, the whole committee joins in to bring new people on. The process allows the group to pause and appreciate what brings them to this work and use that to reach

out in a positive and appreciative manner. You also have a resource in the Program Council Vice Chair, who can help you and your committee work to recruit new members.

Set aside a committee meeting to reflect on your committee's work and plan your strategies for recruiting. The following discussion questions may be helpful.

What do we know & value about our committee? Start a discussion that highlights what works well & document the kind of tasks you as a committee take on. Ask the current committee members:

- What do you see as the best part of being on this committee now?
- How did you get recruited on this committee? What parts of the work attracted you?
- What are some adjectives you would use to describe how the committee works—things you can share with potential recruits.
- What are the important tasks that the committee takes on?
 - Your committee charter should be useful for this conversation
- What could you do if you had more members on the committee?

What are the specifics about the role we're recruiting for?

- What is the time commitment? How much can be done at home & how much requires attendance at church meetings/events? How flexible can you be about this?
- If you're recruiting to fulfill a particular committee function, what does it entail?
- Are there particular knowledge areas or past experiences that we think are prerequisites or not?
- Identify tasks across a range of degrees of commitment: entry-level tasks may require only a short one-time or infrequent participation; mid-level tasks may be a bit more involved. Find ways to let people see how your committee works and what it does, so that they can begin to imagine themselves working with you down the road.

Distribute the "Good Ask" handout (Appendix A) & review. Be sure to mention:

- This is about *process* more than *product*. Think of the conversation as part of the big picture: helping people make connections within the church.
- Make the appeal personal. Know why you're asking each person you ask.
- Allow them to say no, but do find out why.

Look through a recent church directory & identify people who would be good recruits. (If you don't have a recent directory, ask the church administrator to print one for you.)

- Brainstorm as many people as possible.
- As people mention names, be sure to capture what qualities make them a good fit.
- Not sure if a potential recruit has other responsibilities or other major events in their lives? Keep the person ON your list. Don't guess at their circumstances, but use the call to find out if they're free and interested. Even if they say no, they may feel glad to know that your committee wanted to work with them. You have let them know they're a valued member of our congregation.
- You may consult the Program Council Vice Chair, who may know whether any members are looking to join committees.

Assign committee members to call potential recruits.

- Ask people whom they're comfortable calling. (You don't have to know someone well to call them.)

- Make sure members know the specific attributes that drew the committee to any of the folks they'll be calling.
- If you need to, set up a tiered system of calls. Call A, B, C in first round, and then report in. If position still not filled, call D, E, F, and so on.

Groom Your Successor

Unless you're interested in being chair for life, part of your duties should be to plan ahead and *identify someone who could move into your role* when you wish to step down. As much as your committee work allows, divide up the responsibilities of the committee into "portfolios" so that each member is responsible for a particular set of tasks and reports back in each meeting. This structure makes it easier for the chair and also gives members more of a sense of responsibility for the overall committee.

Talk openly in your committee about the differences between chairs and members roles.

- *Chairs facilitate.* They have the big picture, and tend to the overall morale and capacity of the committee. They know what's coming down the road and help prepare for it. As much as possible, the chair should not take on other major tasks of the committee.
- *Members are the do-ers.* The committee works collectively and creatively to plan strategies to accomplish things. Each member identifies the tasks he/she can take on, alone, with fellow members, or with people outside the committee. Members are accountable to the committee.

Be aware of who is showing leadership strengths. Start coaching them. Ask them to take on some more managerial tasks, and show them some of the ropes. Let them start feeling like they could be leaders

Be open with your committee about how long you've agreed to be in your role. Ask them to be thinking ahead with you.

Recruit new members ahead of time (especially if you haven't identified potential leaders among your current group).

Recruiting Strategies

- Plan ahead by about a year.
- Start by talking individually to people on your committee who you think would be a good replacement.
 - Use the strategies outlined in the Good Ask handout (Appendix A). Let them know what you've seen them do on the committee that has impressed you.
 - Remind them that you'll be around for the next year to coach them into the new role.
 - Remind them that there is additional support throughout the church for chairs—the Program Council, the Volunteer Coordinator, the Minister.
- If no takers on your committee, then your committee needs to recruit new members. Use the process outlined above. You may find someone ready to step into the chair role, or you may find someone willing to consider it after they've been on board for a few months. (That's why you're planning ahead—to give them time.)

1 D: COMMUNICATING WITHIN UUCSS

Communicating with Church Staff

See Appendix F for contact information for all of the church staff.

A committed and responsive staff help run our church. Please plan ahead and approach our staff mindful that they serve the whole congregation and are already very busy. Keep in mind that our staff may need to consult with their supervisors to consider whether and how to adjust their priorities, if you are asking them to add a large project.

Communicating with the Congregation (Publications & Deadlines)

We have many ways of spreading the word in our Congregation. When you want to communicate with everyone, *use multiple media*; our members and friends do not consult every publication regularly.

[See below for more specifics about each. **See section 1E for checklist of information to include to advertise church events**]

Publication	Deadline	Editor	Email or put in mailbox
Brief Written Announcements	9am Wed (weekly)	Melinda Yalom, Church Administrator	administrator@uucss.org
Oral Announcements (less than 100 words)	9am Thursday (weekly)	Melinda Yalom, Church Administrator	administrator@uucss.org
All-church E-mails	9am Wednesday (weekly)	Melinda Yalom, Church Administrator	administrator@uucss.org
Crossroads Coffee	First Sunday of each month 10:45-11:15am		AdultRE@uucss.org
What's Happening @ UUCSS	Twice a year	Sarah Gonzalez	dre@uucss.org
Website	On-going	Laura Nelson	webmaster@uucss.org

Brief Written Announcements to be included in the Order of Service. Please specify how many Sundays they should run. We try not to keep the same items in the OOS week after week, so that we can keep it fresh.

Oral Announcements shared from the pulpit during Sunday Services. We strive to keep our church services as a place for worship rather than a place to make announcements for church activities. For this reason, oral announcements must regard the whole church community (e.g. Annual Budget Drive Sunday) or be about an event happening that day (e.g. meetings after service). *They should not exceed 100 words.* Announcements not fitting these criteria might be placed into UUCSS Written Announcements.

All-Church Email announcements go out weekly from the UUCSS office to an all-church email list (not the list-serve). These should be time sensitive items and not repeated in the written announcements.

Crossroads Coffee: is a well-publicized gathering in the lounge off Fellowship Hall that happens the first Sunday of each month from 10:45a- 11:15a. Many folks enjoy this because of the topic or because they appreciate the structured discussion. Contact AdultRE@uucss.org

What's Happening at UUCSS? Twice a year, the Director of Religious Education publishes a booklet of on-going activities, such as Adult RE programming, book groups, In-reach groups and social groups. If you'd like your group or event to be listed in this booklet, send your materials to DRE@uucss.org by the second week of September or the first week of January.

UUCSS Website (www.uucss.org): Your committee has real estate on the website. The website can be a vehicle for promoting, announcing or documenting your committee events. (Send info to webmaster@uucss.org). Make sure your committee's description and any related content are current. (Send changes to webupdates@uucss.org).

ADDITIONAL COMMUNICATIONS TOOLS

Vertical Response is another available tool for communicating to the congregation by creating a newsletter, announcement, or other formatted email communication.

UUCSS Listserv UUCSS@yahogroups.com is a church-wide listserv that helps UUCSS members and friends stay connected. (Instructions for joining are on the website under the "Get Involved" link.)

UUCSS on Facebook. Many (but not all) members use this social networking tool to keep in touch, share photos, and get to know each other better. While you can inform people about church events this way, it's not the best venue because not everyone is on Facebook and not everyone who participates checks his or her account regularly. Create a **Facebook** account at <http://www.facebook.com>, search for UUCSS in "groups" & request permission to join.

Logical Emails are persistent email addresses tied to church roles; the email address doesn't change, even if the person receiving them does. Use logical emails to contact a particular staff or church leader or committee. See Appendix F for a list of current church leaders and their logical emails.

Chairs can choose how their logical email is distributed. Logical email can be forwarded to your email address only, or to your whole committee, or can be picked up from a dedicated church email account. Contact logicaemail@uucss.org to set up your committee's logical email address.

Bulletin Boards Bulletin boards provide information and promote the activities of our committees. Lively, up-to-date bulletin boards demonstrate the vibrancy of our community.

Note: the Bulletin Boards list is not currently up to date.

Tips for Communicating Effectively

When you write to others in church, remember that our first obligation—no matter the urgency of the task at hand—is *to support and nurture our relationships with each other*. Our UUCSS community covenant offers guidelines for how we can approach all of our church work with compassion and thoughtfulness. [The covenant is included at the beginning of this Handbook.]

Carefully consider your audience's needs. Write so that your audience can

- Find what they need;
- Understand what they find;
- Use what they find to meet their needs.

Many writing techniques can help you achieve this goal. Among the most common are:

- Use "you" and other direct pronouns
 - Use Short sentences
 - Put in order according to the needs of the reader
 - Use an active voice
 - Use common, everyday words
 - Avoid jargon and church acronyms
 - Include easy-to-read design features, such as **bold text** for important words; tables; clear headers; bullets
- (These guidelines, modified slightly, come from PlainLanguage.org)

1 E: PLANNING EVENTS @ UUCSS

Checklist for Event Planning

(Information for checklist items is explained in detail below.)

General Information to share:

- Event Name:
- Date and time:
- Number of people:
- Place of event:
- Contact person email and phone:
- Sign language interpreters can be provided, if you notify [event contact person] two weeks in advance
- Childcare can be provided, if you contact [event contact person] one week in advance

Communications

(see section 1D for deadlines and contact info)

- All church email
- Order of Service insert
- Oral Announcements
- Yahoo listserve
- Program Council Committee chairs (council@uucss.org)
- Post signs around the church
- Vertical Response for email flyers, free on-line registration, ticket sales, childcare requests, ASL requests, volunteer positions, collection of dietary restrictions, etc

Preparation with other UUCSS groups

- AV Committee
- Childcare Committee
- Deaf Access Committee
- If the event is on a Sunday, check with Worship Committee and Rev Liz to see if anything is changing
- Let Sexton/ Church Administrator know set-up plans for event
- Contact Sunday Support if your event is between services and may affect their set-up.

Scheduling and the Church Calendar

Every spring, the Program Council schedules the major events for the next year's church calendar. Committees who anticipate regular, major events should be sure to come to this meeting so that events do not overlap. If your event will require the help of others in the church, please consult with them as you plan. The schedule is then entered into the on-line church calendar. A copy of the schedule of major events is found on the church website (http://www.uucss.org/News_and_events/UpcomingEvents.html); however, you should cross-check it against the on-line scheduling calendar (a detailed calendar of all uses of the church space) as events often have to be rescheduled throughout the church year.

The Web Calendar is very easy to use and accessible from anywhere you also have access to the internet, including Blackberrys or iPhones. Go to the web page ([uucss.org](http://www.uucss.org)) and click on the "Online Calendar" button in the upper right hand corner. Then click on the Online Calendar link. You can view the calendar to see what else is scheduled, and **you can make a request to schedule an event by clicking on the New Event Request link at the bottom of the page.**

If you find scheduling errors on the calendar, please e-mail the Church Administrator administrator@uucss.org. If you find any technical problems with the calendar, please contact the Administrative Operations Committee.

Choosing a Space

In addition to checking the calendar to see if a space is free, consider that we rent our church space with other organizations. As a result, these policies might affect where you want to set up:

Sharing space with our long-term tenants: The Silver Spring Nursery School uses the rooms beneath the Administration Building and the Community Hall; Paint Branch Montessori School uses the rooms beneath the Sanctuary. The UUCSS agreement with both schools is that they will move furniture and make the space ready for church use from Friday afternoon to Monday morning. If you are using the rooms on a weeknight, you may move the furniture, but please make sure all is put back in place so the room is as it was when you began. As always, please clean up after yourselves.

Nut Free Zones: Because some of our children and some of the students in the Silver Spring Nursery School have severe nut allergies, we have a policy of **NO NUTS** in the downstairs of the Administration Building or the downstairs of the Community Hall.

Creating Inclusive Spaces: Planning Meals

Though we have no official policies about meals, we do ask that in addition to not having nuts in the spaces listed above, we also carefully label food so that congregants with food allergies can easily participate. Allergies include all the usual suspects: nuts, wheat, and dairy. Many of our members and friends are vegetarian, vegan and/or gluten-free. Please ensure that your menu for food and beverages (not all beverages – especially beer, wine and liquor – are veg friendly) provides adequate hot and cold options for these groups. Vertical Response can be used to collect information on preferences & restrictions.

If you are serving food buffet style, be sure to label all food and indicate if it contains any of the following:

- Dairy/butter

- Eggs
- Meat
- Seafood
- Peanuts
- Tree nuts
- Gluten/wheat
- Food coloring

If you need menu assistance or if you would like a list of affordable veg-friendly caterers, please contact the Green Sanctuary Committee at globalwarming@uucss.org. To check if beer, wine or liquor is vegan, check it on the website Barnivore – <http://www.barnivore.com>.

Creating Inclusive Spaces for Deaf Members and Friends

The Deaf Access Committee (DAC) is a resource for you to help create welcoming church spaces. Here is the mission of the DAC:

“The purpose of the Deaf Access Committee is to coordinate efforts to provide access and create a welcoming environment at UUCSS for the \deaf community. Ensuring that UUCSS is open and accessible to deaf people and their families is a natural manifestation of the guiding Unitarian Universalist principles.”

As you’re planning any event, think VISUAL COMMUNICATION: ~eye contact ~ sightlines ~ making what is auditory, visual ~ support materials in print. Modest changes can make a world of difference. Inquire at deafaccess@uucss.org for advice and support in considering the needs of deaf attendees at your event.

EVENT PLANNING

1. Request sign language interpreters

As soon as you know of an event, send an email to: interpreters@uucss.org (at least a month in advance of event) Include the following information:

- Title of event/workshop/gathering
- Date
- Beginning and ending time – Note: If the event is less than 2 hours, the interpreter charge will be for two hours, the standard minimum.
- Location – Indicate building and room (not just “UUCSS” or “at church”)
- Description of event (formal presentation; casual conversation; group sharing; music; etc.)
- Number of deaf/hearing participants (estimates are fine)
- Names of deaf and hearing participants, if known (can generalize, “general audience” or “committee members”)
- On-site contact person’s name and on-site phone number (e.g., mobile phone in case the interpreter needs to reach someone at the last minute)

- Special instructions (e.g., meal included?)

2. Advertise that interpreters are available upon request.

- Include reference to interpreters on all “save the date” and other marketing (e.g., flyers, email announcements, spoken announcements, etc.)
- Suggested wording: “Sign language interpreters provided with two weeks advance notice. To request an interpreter, contact your-committee-name@uucss.org by X date.”

CLARIFICATION: You will have already requested of DAC that an interpreter be arranged (see above). Then, through marketing, you will learn whether or not an interpreter will ultimately be needed. As soon as a deaf person responds with their intention to attend, you need to confirm with DAC so that they know to confirm the interpreter.

You may wonder why the deaf person is requesting the interpreter of you rather than directly with DAC. There are a number of reasons for this. Primarily, it is important for the strength of our community that the deaf and hearing members and friends of the congregation communicate with one another and get to know one another through all the usual mechanisms. Just as someone else who has a question about the event would contact the organizer, so too when a deaf person wants to request an interpreter, they will contact the event organizer to do so. The organizer then contacts DAC.

3. Prepare materials as well as information about specialized content for the interpreters. Interpreters need access to all materials in advance. Send materials to interpreter@uucss.org by at least five business days in advance of the event. Examples of materials include:

Worship Services

Order of Service (OOS)

Song lyrics

Poems and readings

Opening/closing words

Sermons

Any other spoken content

Meetings or other gatherings

Agenda

Names of participants

Hand-outs (e.g., budget reports)

Materials sent to the participants in advance (e.g., Strategic Plan, proposals being discussed at the meeting)

Any other spoken content

In addition to providing materials, inform the interpreter about any special preparation required due to any of the following features of the event:

Content

- Performances (music, theatre, dance)
- Films or other viewings
- Specialized (e.g., Seder, childbirth)
- Highly sensitive (e.g., domestic violence)

Format

- Mixture of large and small group activities

Presenters

- Children leading or involved in the program
- Presenters who have heavy accents

4. If interpreter expenses will be funded from the event, inform the Treasurer (treasurer@uucss.org) and Vice President for Finance (finance@uucss.org).

Consult with the Deaf Access committee (deafaccess@uucss.org) about funding. It may be handled in several ways, (1) through the DAC budget, or (2) through revenue generated by ticket sales, etc., as described below.

- 1) DAC Budget: The DAC budget will cover all interpreting expenses for routine programs of the church, including: Sunday worship services, regular committee meetings, church business events (e.g., annual meeting, strategic planning meetings), pastoral counseling, and regular church events (e.g., Inreach, Inquirer's Lunches, Volunteer Fair, Crossroads Cafe).
- 2) Registration Fees, Ticket Sales, or Other Revenue: For events that charge admission, have fees associated with them, or are revenue generating, interpreter expenses should be factored in as part of the expenses for the event and incorporated into the development of the budget and determination of the fees charged. Examples include: Catoctin, Seder, Auction, Fellowship Dinner, Suite Treat and other concerts, performances, Leadership Retreat, and Women's Retreat.

How do I estimate the cost of interpreters for a given event?

Interpreter fees range widely from \$50/per hour for an individual freelance interpreter to \$125/hour when using an interpreter referral agency, all with a two-hour minimum. The DAC will make every effort to hire one of the interpreters who are well known to us and who generally offer us a modest rate. If the event is complex or lasts beyond two hours, more than one interpreter may be required. Inquire at deafaccess@uucss.org for an analysis of the interpreting needs for your event.

Creating Inclusive Spaces for Families: Setting up Childcare

The Childcare Committee helps coordinate childcare for major church events, including the Annual Meeting, Auction, Fellowship Dinner, and Suite Treat, and will support other committees who need childcare for other events by providing the information for them to coordinate childcare themselves.

Our childcare safety policy requires always having two non-related sitters in each room of Childcare. We also strive to have one sitter for every four children, depending on age of children and their needs. Youth age 14 and up are permitted to be sitters if they are experienced and working with an adult. We pay the sitters a wage in line with their professional services. The adult sitters earn \$20/hour and the youth sitters earn \$10/hour.

The Childcare Committee maintains a list of regular sitters for church events, people who are familiar with our congregation and buildings. Other committees are encouraged to consult childcare@uucss.org to request the list of sitters and the recommendations for the proper child:sitter ratio and wages.

For committees planning childcare at their events, the Childcare Committee recommends:

- Contact the childcare committee at least three weeks before the event to get names of sitters.
- Announce that all childcare requests must be sent to someone on your committee no later than one week before the event. Alternatively, Vertical Response may be used to register children for childcare. For each child registered, request that the parent provide the name of the child, the child's age, any allergies or food restrictions and the parent's email address.
- Prior to the event, send out a "here's what we expect during childcare" email, stating:
 - Which rooms the kids will be in;
 - That parents should sign them in;
 - That kids cannot leave those rooms without explicit permission from the sitter or by being signed out by parents.

The childcare Committee can provide a model for drafting the email.

- Plan how you will pay the sitters. Will it come from your committee budget or by charging families? If charging, consult the Childcare committee for recommended amounts. The Childcare committee budget only covers the cost of childcare for the Annual Meeting, and the Fellowship Dinner.
- For long events, provide food. You might want to recruit a volunteer to coordinate this. If you plan to provide food, make sure to ask parents about any allergies or food restrictions. No nuts are allowed in any of the first floor rooms in our church buildings. You will also need to provide paper products and water. (The nursery has a cupboard labeled UUCSS that has cups and water for Sunday morning events. The other water in the first floor classrooms belongs to the schools that rent our church space and does not belong to UUCSS.)
- For long events, plan age-appropriate activities for the children and youth. The Childcare Committee can make recommendations. Children are welcome to use the toys in the nursery space as long as they are returned to their shelves. Classroom supplies and equipment other than the tables and chairs that are in the rooms on the first floor of the sanctuary building and the community hall building school should not be used. These items belong to the schools that rent our space. You may move those items to use the space, but the classroom should be set back up as you found it. Markers, paper and other supplies can be used from the RE closets and returned at the end of the event.
- Arrive early to help set up.
- Check in over the course of the event with the sitters and make sure they know how to find you if there is an emergency.
- Pay the sitters at the end of the event (usually given in cash in individual envelopes for each sitter.)
- Check with sitters during clean-up to see if any adults are needed to help clean up. Rooms should be put back as found.

Some things to keep in mind:

Sometimes, when childcare is provided, families sign up but do not show up. UUCSS has to hire and pay the sitters anyway. You may wish to require families to pay ahead of time, as this makes them less likely to sign up for services they won't use. You also may have people register late or show up to events without having registered, after you've hired the appropriate number of sitters for events. Have a plan for this. You may need to turn people away to avoid having too many children for our child:sitter safety ratio or you may need to scramble at the last minute to hire more sitters. You can also ask a parent to stay to maintain the child:sitter ratio.

For the major events (Annual Meeting, Auction, Fellowship Dinner, Suite Treat), the childcare committee will hire sitters and work with a liaison from the sponsoring committee to coordinate the above activities.

Creating Inclusive Spaces for Hearing Challenged Members and Friends

People with reduced hearing abilities often wear hearing aids. Those who do not wear hearing aids simply have more difficulty understanding the spoken word in large spaces. In certain rooms, the Americans with Disabilities Act requires us to make Assisted Listening Devices available to any attendee who requests one. This system is only available in the sanctuary and only functions when the sound system is working and microphones are used. See the section about "Setting Up Audio & Video" for more information.

Setting up (with help from the Sexton)

If you are planning an event and you would like help setting it up (arranging tables and chairs, for example), the Sexton may be able to help. Keep in mind that the Sexton is a part-time employee though and may not be available when you need him. Contact the Church Administrator ASAP and preferably two weeks in advance to see if the Sexton is able to help.

Setting Up Audio and Video

If you need to request audio or video for an event, contact the AV Tech team (audio@uucss.org) as soon as the room is booked with the Administrator.

Note that no outside sound systems are allowed in the Sanctuary (other than small equipment such as a boom box)

The value of speaking microphones is often underestimated. The presenter for any gathering of more than 20 people should use microphones. Microphones are also essential for the operation of the listening assistance system to accommodate hearing challenged attendees.

Advance notice is required for requesting video projection. We have one pop-up screen in the sanctuary, and we can arrange for the rental of a larger screen when necessary. Contact Marty@ATSCOMMS.com

Community Hall: The AV Tech team can set up portable microphones and speakers in the Community Hall. Please give us as much advance notice as possible for scheduling.

Event Marketing and Registration

Event marketing is best done as far in advance as possible, especially when you want to market outside the church membership. It is recommended that all the information be known and settled at least one month in advance in order to prepare your materials and give your potential audience sufficient notice of your event. If you plan to place advertising, two to three months is advised.

For the benefit of all committees the church subscribes to Vertical Response, an online email and event marketing platform that maintains a copy of the church membership, friends, and visitor's email lists plus other email lists. This service can be used for many types of email communications, including newsletters, notices, surveys, and event marketing with ticket sales or free registration. The only cost to use this service is for fees associated with ticket sales. These modest fees will be automatically deducted from the sales revenue. There is no cost for a free-registration event (such as meetings, auction, etc.). Using this service we can collect information from buyers or registrants regarding accommodations or preferences (child care, ASL, food restrictions, etc.).

Contact Marty Atias (marty@atscomms.com) for information and help setting up your event.

Think Green!

Think about the end in the beginning. So when you are *planning* your event, think about what will be left after the attendees have gone home – trash, plastic bottles, flowers, candles, etc.

Try to minimize waste by not creating a lot of waste.

- Minimize paper handouts
 - Only print what you need and reuse or recycle what you won't use
 - Print double sided when possible
 - If you don't need a full sheet, make handouts a half or quarter sheet
- Minimize the amount of waste – including recycling – that you bring to your event
 - Use reusables instead of disposables (read Reusables vs. Disposables below)
 - Minimize packaging

Waste

Waste Collection

Plan to have 3 containers for waste:

- compostables (food, compostables disposables)
- recyclables (this should just be bottles and cans, but if you plan ahead, you won't even have many of these!)
- landfill/trash (anything that can't be composted or recycled)

We also recycle natural corks at UUCSS, so place all corks in the cork recycling bin located just outside the kitchen.

Ideally, your compost container(s) should be your largest, with recycling the next largest, and your landfill/trash container your smallest.

Food Waste

To minimize food waste, aim to get an accurate head count so that you may order or prepare only what you need. Using a registration system as explained on page 21 is helpful.

Have a plan for leftover food

- Bring containers to store leftover food
- Plan to donate leftover food to event staff or check with a local food bank in advance to see if you may drop off leftovers
- Plan to compost all remaining food waste that cannot be donated

Reusables vs. Disposables

Reusables

To minimize waste – whether it is recyclable or not -- always aim to use reusables instead of disposables. Examples of reusables include:

- silverware from the church
- travel mugs and reusable water bottles (ask attendees to bring their own) and/or travel mugs
- pitchers for serving beverages vs. serving bottled water or other single-use beverages

In your event promotional material, remind attendees to BYO. Here is sample language:

UUCSS is a green sanctuary. Please help us honor this by bringing your own reusable water bottle and/or travel mug for beverages.

Disposables

If you must use disposables, use compostable options for plates, cups, and cutlery. Plastic disposables are made from petroleum and polystyrene (Styrofoam) disposables are carcinogenic and are banned for commercial use in Montgomery County.

Until the church is able to purchase and store large quantities of disposables, event organizers will need to purchase their own. For a list of stores that carry these items, please contact the Green Sanctuary Committee at globalwarming@uucss.org.

What to look for: items should be marked compostable and/or plant based. This is usually potato, bamboo, corn starch, straw, and sugar cane. Simple, thin white paper plates and Chinete plates as well as uncoated paper cups are also an option since they are compostable.

Food and Beverage

See Planning Meals on page 16.

Décor

Flowers

Flowers from main stream florists often come from South America and warmer climates in the United States, but it is possible to have beautiful flower arrangements from florists who source locally (less than 200 miles away). This ensures a lower carbon footprint and you'll be supporting the local economy.

For a list of local florists who source locally, please contact the Green Sanctuary Committee at globalwarming@uucss.org. Slow Flowers is also a great resource for finding florists who source within the United States (<http://slowflowers.com>).

Candles

Traditional candles are made with paraffin, a petroleum byproduct. Use candles made from beeswax or soy. These days, it is much easier to find soy or beeswax tea lights, votives, tapers, and pillars.

Favors

Before purchasing guest favors, ask yourself:

- Do we really need a favor?
- Will all of our guests have a use for this favor and/or enjoy it?
- Is it usable, reusable, or recyclable?

After answering these questions, if you still want to provide a favor, source it from a company that cares about the planet and engages in sustainable practices (read their web site!).

Cleaning Up After Church Events

Any church member hosting an event in the UUCSS buildings is responsible for making arrangements to have the used space cleaned afterward. Here is a checklist of tasks to follow before leaving the building.

Kitchen

- Wash and dry kitchen utensils, plates, cups, glasses, pots, pans and bowls and put them in the appropriate cabinets and drawers. Anyone who has brought their own serving bowls or other kitchen items should be sure to take them home after the event. Unclaimed containers will be put away and it will be up to the owner to find them the next time they are in the building.
- Label any left-over food or drink if you want to leave it for Sunday coffee hour or another event.
- Clean the kitchen counter. Cleaning supplies are stored under the kitchen sink.
- Empty and clean coffee pots.
- Sweep the floor of all crumbs and other debris, and mop if necessary. Brooms and a mop can be found in the cleaning closets on the first floor of the sanctuary building.
- Remove all trash and recyclables from the building. Trash should be placed in the large dumpster and recyclables can be placed in the recycling bin next to the dumpster.

Sanctuary, Community Hall and Other Rooms

- Place all furniture in its original position. Tables used for the event should be folded and stored away, either in the table closet on the first floor of the sanctuary building or the Triangle Closet in the community hall. Chairs should be stacked and returned to their original place.
- Take down all decorations, staging and/or equipment brought specifically for the event, and remove them from the building.
- Recycle or take away any left-over handouts brought in specifically for the event.
- Vacuum all carpeted floors in rooms that were used for the event, and mop any non-carpeted floors if you see dirt, mud or food stains. Vacuums can be found in the closet of the Church Administrator. (Please return it when you're done.)
- Make sure all doors are locked and all lights are off before leaving the building. For the special access door on the first floor of the sanctuary building, make sure the dial on the inside right side of the door is turned so that the red light is on. (If the green light is on, that means the door is not locked from the outside.)
- If any church equipment, fixtures (including sinks, toilets, kitchen appliances, etc.) are broken or not functioning, please notify the church sexton or email administrator@uucss.org or write to property@uucss.org.
- Notify sexton or administrator of any spills or carpet stains that will require cleaning.

1 F: OTHER HELPFUL THINGS TO KNOW

Know Your Resources

Mailboxes. Each committee has a mailbox in the church office. Remember to check it regularly.

Photocopying. The church copy machine is available to you. Please limit to essential church copying (especially for color copies).

The Internet @ UUCSS

The church has a wifi system, but it is hidden from public view and so won't automatically show up in your computer's available networks. However, you can add it to your options. You'll need both an SSID and a security key.

- The SSID is 'uucss' without parentheses
- The security type is WPA2 Personal
- The Key is 'building the dream' without parentheses

For Windows 7/8:

Click on wireless icon in task bar

Click on: Open Network and Sharing Center

Click on: Set up a new connection or network

Click on : Manually connect to a wireless network

NEXT

Enter Network name (SSID); Security type;

Enter Security key:

Check the box next to "Connect even if the network is not broadcasting"

Click Next

For Apples:

Click on Airport symbol in upper right corner of your screen
 Click on "join network" and enter the network name (SSID);

Select the security type;
 Enter the password;
 Click Join

Gathering Information from/ Contributing to Church Databases

For some events or projects, committees need to gather information from church databases. For example, membership compiles the church directory and all committees may need active membership rosters to decide whom to invite onto their committees.

Currently, the church has a database that is managed by the Church Administrator and the Administrative Operations Committee.

Need	Contact	Email
Membership information (to request or correct)	Church Administrator or Minister's Assistant/Membership Coordinator	administrator@uucss.org membershipcoordinator@uucss.org
Volunteer information (to find out who currently serves on committees)	Volunteer Coordinator	volunteer@uucss.org
Religious Education class rosters/ parent lists	Director of Religious Education	dre@uucss.org
Budget information	VP of Finance	Finance@uucss.org

Gaining Access to Church Buildings (and other Property-related questions)

The Church Administrator can help orient you about how we maintain and secure our property and equipment. Write to administrator@uucss.org for any of the needs below.

- **How do I get into the buildings?** Contact the Church Administrator administrator@uucss.org for the code to the Administration building or to get keys for the other buildings.
- **How do I secure the buildings?** Make sure that someone with a key will be at your meetings to help lock up afterward. Contact the Church Administrator for a walk-through if you'd like to learn the process. All doors should be locked if you are the last group leaving the building. For the special access door on the first floor of the sanctuary building, make sure the switch on the inside right side of the door is turned so that the red light is on. (If the green light is on, that means the door is not locked from the outside.) Pull the door tight and then push it to make certain that it is securely closed.
- **What closets and storage do I have access to?** Ask the Program Council Chair.
- **How can I adjust the thermostat controls?** Contact Property@uucss.org to find out the location of the thermostats and how to run them.
- **How do I get other advice about property issues?** Contact Property@uucss.org.

Part 2: Church Leader Responsibilities

If you are serving as Program Council Chair, Program Council Vice-Chair or Program Council Secretary, ask the Program Council Vice-Chair or the Nominating Committee for a copy of your job description.

2A: YOUR RESPONSIBILITIES ON THE PROGRAM COUNCIL

- Work with the council to facilitate the smooth function of church programs.
- As a church leader, be aware of leadership decisions and help to keep the congregation informed.
- Work with the Board to implement the Strategic Plan.
- Attend Council meetings.
- Work together with the Council to prepare an annual calendar of events (spring).
- Prepare an Annual Report (May).
- Work with the Board Finance committee to help prepare the church budget.

2B: WHY DO WE HAVE A PROGRAM COUNCIL?

The Board helps set out a broad vision for the church; the Program Council helps to implement that vision. As a committee with the chairs of all church committees, we come together to coordinate our efforts, maintain our focus, and support each other. While the Board provides overall direction, the Program Council sets policy to help carry out those goals.

Mission

The Program Council of the Unitarian Universalist Church of Silver Spring works together to create and sustain church programs that promote strong spiritual, interpersonal and social action connections that bind our community.

Vision

We commit to:

Welcome new people, ideas, programs, and diverse points of view
Promote creative action and tackling of issues.
Provide structure to the work of UUCSS
Facilitate communication and coordination
Encourage participation and promote leadership

2C: COUNCIL COVENANT

In order to work together effectively to manage the Programming of UUCSS, the UUCSS Program Council covenants to:

Communicate intentionally by:

- Speaking respectfully
- Listening with an open mind
- (Respectfully) Speaking up when we don't agree
- Making room for everyone's input

Explicitly and compassionately address conflicts, including :

- Inappropriate or disrespectful words or actions

- Actions or decisions that go against our UU values

Keep Commitments, including:

- Showing up on time
- Starting and ending on time
- Following through with what we've agreed to do
- Preparing for meetings
- Keeping each other "in the loop"
- Asking for help when we need it
- Approach our work, meetings and interactions with positive energy, humor and an open mind.

2 D: HOW DO WE WORK TOGETHER?

Program Council Monthly Reports

Submit a monthly report for your committee to councilreports@uucss.org by the second Wednesday of each month. These brief (usually 1 page or less) reports should include three sections. Your audience is other church leaders and church members:

- Highlights
- Challenges
- Opportunities

The council reports will be compiled by the Council Secretary and distributed prior to every Program Council meeting. They ensure that the leadership understands generally what is happening at UUCSS. Ask your prior chair or the council secretary for models of previous reports.

Program Council Monthly Meetings

When: 3rd Tuesday of every month from 7:30-9:30

Where: Chapel Room on the lower level of the sanctuary building

How to prepare:

- Submit agenda items one week in advance (councilchair@uucss.org)
- Read the council report.
- Consider questions you might have for other committee chairs.
- Come prepared to listen and provide input for agenda items.
- Attend regularly. If you are unable to attend, let the chair know and arrange for another member of your committee to attend in your place.

Church Leadership Retreat

Once a year, the church leadership—Board members, Program Council members, church staff, and other church leaders—take a weekend retreat to assist in the planning for the coming year. The retreat is important for communication within the church leadership and is a fun time to play and work with others who are building this community.

The Leadership Retreat is held in September and runs Saturday morning early thru Sunday late afternoon; it is generally held at a retreat center, usually out of town.

The Board Planning Committee arranges the event and helps set the agenda. A UUA Joseph Priestley District facilitator assists us. Costs are paid for by the Leaders who attend. UUCSS pays for staff who attend.

Committee Annual Reports

Each spring, the church distributes an Annual Report to our members, prior to our Annual Congregational Meeting. Every committee is expected to complete an Annual Report and send it, in a timely manner, to the Church Administrator. The audience for the report is the membership at large, including people who may not know about your committee.

The report should include these same three sections we use in the monthly reports:

- Highlights
- Challenges
- Opportunities

For copies of your committee's previous reports, contact your prior chair or ask the Church Administrator for the previous year's Annual Report.

The Board oversees the Annual Report and will set the deadlines (usually they are in May.)

UUCSS Policies and Charters

- The Program Council sets broad level policy to help it carry out the work of the church.
- The Program Council itself is charged with specific tasks and responsibilities. See the Program Council Charter (Appendix C).
- Church policies not already included in this handbook can be found in the church archives. (Ask the church administrator administrator@uucss.org.)
- Each committee has a charter outlining the committee's structure, tasks and responsibilities. Charters are available by contacting the Program Council Chair or Vice Chair.
- Charter updates must be approved by the Program Council. If your charter is out of date, see the section about Charters and Portfolios in Appendix B.

Volunteer of the Month:

Each month the Council votes on a Volunteer of the Month. A volunteer agrees to contact the Volunteer of the Month and let him or her know they are nominated and to interview them for the article written in their honor. For the Volunteer of the Month to feel as special as we want them to, the writer/caller needs to make it a bit of a splashy presentation "I'm pleased to tell you the council has voted unanimously for you to be ... in recognition ..."

Good questions to ask the Volunteer of the Month include:

- When did you join?
- What drew you to UUCSS?
- What volunteer activities have you done over the years?
- What leads you to be so generous with your time?
- Do you have any inspirational words about your relationship with the church that you would like to share?

With the answers to those questions it is easy to write a few paragraphs that introduce the person to the church. It's great to have it sound to a reader like "I could be that person, it sounds rewarding enough I'd like to be that person!"

Email your article to the church administrator administrator@uucss.org with the names of the VOM, so they can be included in the Sunday Orders of Service for the month as well as the all-church email.

2 E: RESOLVING CONFLICTS WITH THE CHURCH

If you are very unhappy or uncomfortable about something someone at church has said or done, you are encouraged to first reach out and talk to that person yourself. Our UUCSS Community Covenant is a promise for how we have agreed to treat each other and our staff, and includes guidelines for such conversations. However, if you are not able to do that or if you tried and the problem was not resolved, we do have other structures in place to help.

Member - Member conflicts: If your conflict is with another member of the Congregation, then first approach the person yourself (see above). If you are not able to resolve the concern, then consult the Senior Minister or the Associate Minister. They may be able to help mediate.

Member -Staff conflicts: If your conflict is with a member of the church staff, then first approach the person yourself (see above). If you cannot resolve the concern, then consult the Senior Minister or the person's immediate supervisor (see the staffing chart in Appendix F.)

Member-Sr. Minister conflicts: If your conflict is with the Senior Minister, we still ask that you first approach her yourself (see above). If you cannot resolve the concern, then you can contact the VP of Personnel. (Contact information is included in Appendix F.)

Appendix A: The Good Ask

A very active church member was recently asked why she is so active at UUCSS, when she'd barely contributed time in her previous church. She didn't have more time to give-- she now had young child and a more-than-full-time job! She answered that she had been asked to volunteer in a way that made her **want** to say yes. The askers offered not only a chance to work, but roots in the church, and they made it **so** clear that "no" was an okay answer that she didn't want to say it. Shouldn't every ask be that powerful?

- **Keep the big picture in mind:** since this is a church conversation, it is ultimately about *process* more than product. The *big* goal is to *offer people a way to connect to the church and each other*. You have an opportunity to let people know what you admire about them and why you'd like to work with them. *Such a conversation can be a gift*, even if they end up saying no.
- **Believe.** Before you start the conversation, imagine all the reasons this person will say yes. This positive attitude will come through in your voice and message.
- **Know why you are asking *this* person to volunteer for *this* position.** When you are working with others to brainstorm names of potential candidates, always ask "Why do you think that this person might be a good fit?" When recruiting, **be specific about why you think this person is right for the job**. If you've thought enough about what the job entails and who the person is, this should be easy to do, and helps lead to a pleasant conversation.
- **Define the role/job.** Explain what is required and how long this position lasts.
- **Explain how this job *has* been done** in the past (a one person effort for instance) but get **creative about ways that it *might* be done** in the future (collaboratively, or from home or whatever). Describe the job succinctly and quickly, and ask what parts sound appealing to the potential volunteer. Pick up on their responses to creatively imagine how the position could involve the kinds of talents or interactions the person sees as positive. (But be honest, too—don't stretch so far that central tasks are left out.)
- **Give them permission to say no.** When reaching out to the potential volunteer, start by saying "This is a no guilt ask". The church benefits if people know they can say no without guilt.
- **Listen to answers: Is that "No" really a "Yes" to something else?** When someone turns down a moderately involving opportunity (like chairing an event), they are often willing to take on one part of the task, or serve as a resource to the people who do say yes.
 - **Asking for a lesser commitment** is a good way to show that you really want them and their skills. (And if their answer doesn't tie in with the needs you're trying to fill, let the Volunteer Coordinator know so the person can find another place to serve.)
 - One way to ask is "**what part of this opportunity doesn't fit for you?**" Maybe there is a personal event in the potential volunteer's life that will pass and they would be happy to do it later. Maybe they can never meet the night of the committee's regularly scheduled meetings. If you

don't ask you won't learn. Another good question is "Are there things/times in the future that might be a better fit?"

- Seeing a "no" as an opportunity can be hard to do when the 12th person has turned you down for making coffee this Sunday, but it may be helpful to think of each ask as a long-term investment in volunteerism. It's possible to ask so nicely and take a no so graciously that the short-term no becomes a long-term yes!

- **Listen to answers: Is that "No" a request for support?**

Remember, ultimately, this is a conversation among church members, who come together to support and sustain each other. Ask follow up questions in a spirit of caring, and you may allow the volunteer to share something going on in their lives. If the answer to your request is an immutable no, **see what you can learn about why.**

- Your response might include "wow, I'm really surprised by the strength of your response, I am fine with you saying no, but your answer leads me to wonder if everything is alright?"
- Always ask for permission to call again at the end of asking someone to help. This is often the opening folks need to talk about what they'd like to do.
- Ask if you might pass this information along to the minister or the lay ministers.

Asking new members – If you're calling a new member, remember that your first goal should be to welcome them into the community. Spend time listening and learning about their interests and talents. As you ask about the particular task you have in mind, be open to their other interests. Do what you can to steer them to activities or groups that they might connect well with. If the new member does not sign up to volunteer with you, share your conversation with the volunteer coordinator, so s/he can follow up.

Appendix B: Designating Portfolios and Revising Charters

To Develop or Reassess Committee Portfolios:

1. Find your charter. If your committee chair does not have a copy contact the council chair.
2. Review the charter. Is it accurate to what the committee sees as your mission? Does it reflect what you do?
3. List those goals the committee values most.
4. List the activities/ tasks that you currently use to fulfill those goals. Talk about priorities and which of these feel meaningful.
5. Of the tasks worth continuing, start grouping related ones. Sometimes activities are grouped by events or programs: one person is the lead for each major event the committee takes on. Each group of tasks should be at a level of work that is do-able for a committee member.
6. Come up with descriptions for each of those grouped activities: each group = a portfolio.
7. See who in the committee would be interested in taking charge of each portfolio.
8. Do you need to recruit others for the additional portfolios? (See Part 1C in the Handbook.)
9. Talk deliberately about how/ when each member will conduct the work and report in, how they'll support each other.
10. Talk deliberately about how/ when the committee needs to communicate with staff or other committees & have a plan.
11. Using these decisions, revise the Charter. (A general template is below.)
12. Take your revised Charter to the Program Council for review. The Council can evaluate how this work connects with other work in the church, help reduce redundancies, and consider whether you've eliminated any tasks that might impact their work.
13. The Program Council needs to approve the revised Charter.
14. Send the revised Charter to the archives and to the webmaster to update the website.

Charter Template

NAME OF COMMITTEE
(Effective Date: Month day, year)

- I. NAME OF THE COMMITTEE: [NAME]
- II. GUIDING RATIONALE: [one or two sentences—the is the reason the committee exists]
- III. PURPOSE OF THE COMMITTEE: [one or two sentences, explaining generally how the rationale is carried out]
- IV. MEMBERSHIP, APPOINTMENTS, AND TERMS OF SERVICE:
 - A. The committee shall consist of no fewer than _____ members,
 - B. Recruited by the committee
 - C. To serve two-year terms.
 - D. The chair may be elected by the committee or may be recruited into the position.
- V. AUTHORITY OF THE COMMITTEE:
 - A. Program Council committees have the authority to plan and carry out programs to fulfill their purpose.
 - B. Program Council Committees have the authority to propose church-wide policies to facilitate their work with other committees and the community at large. Such policies will be brought to the Council for discussion and approval.
- VI. FREQUENCY OF MEETINGS:
- VII. PORTFOLIO AND SCHEDULE OF SPECIFIC TASKS:
 - A. Include here the portfolios for the committee work, with main activities and usual dates
 - B. Include guidelines about who is responsible for communicating with other committees (including attending Program Council meetings) and with church staff

Appendix C: UUCSS Program Council Charter

(Effective Date: July 1, 2013)

I. NAME OF COMMITTEE: UUCSS Program Council

II. GUIDING RATIONALE

We believe our church exists to assist our individual and communal religious quests through a variety of worship, educational, service, and social activities. We seek to provide spiritual and social activities that appeal to every age group as well as opportunities for intergenerational interaction. To these ends we encourage participation of all our members to their chosen level of involvement in church activities.

The UUCSS Program Council was formed by a vote of the congregation to complement the Board of Trustees (Board) by carrying out the program and operational functions of the church.

III. PURPOSE OF THE COUNCIL

The purpose of the Program Council is to ensure the smooth operation of church programs, within policies established by the Board, by integrating and coordinating the activities of the UUCSS Operating Committees. A related purpose is to make church members and friends aware of church involvement (volunteer) opportunities within the Program Council and its committees, and to take part in organizing and managing church events.

IV. MEMBERSHIP, APPOINTMENTS, AND TERMS OF SERVICE

A. Membership on the Program Council shall consist of the chairs of all church committees designated as Program committees. Committee chairs may designate committee representatives to attend Council meetings.

B. The chair of the Program Council shall be the Second Vice President of the Board of Trustees (Programs). In addition, the Program Council shall have a Vice Chair and Secretary elected by the Congregation at its annual meetings from a slate provided by the Nominating Committee. The terms of the Vice Chair and Secretary shall begin in alternating years.

C. Committee chairs shall serve two year terms, with terms staggered so no more than one-half of the chairs will be elected in any given year. A slate of chairs will be presented to the Board one month before the Annual Meeting for review.

V. AUTHORITY OF THE PROGRAM COUNCIL

A. The task of the Council is to ensure coordinated effort throughout the various church programs within the current church year. As the Board is responsible for all church activities, especially policies and budgets, it has delegated to the Council authority over operation and management of the church program. Therefore, any question pertaining to Council Committees that does not involve a change of church policy or budget outside of the Program Council's operating budget may be acted upon by the Council without further approval of the Board.

B. The Program Council shall assist Council Committees in performing their assigned tasks, and ensure that church activities are scheduled to maximize participation, receive timely publicity, and operate within policies and budgets approved by the Board.

C. Program Council Committees will operate within agreed church policies. The Council may recommend policy changes to the Board whenever it deems such change appropriate and required.

D. Program Council Committees shall operate within budgets appropriated by the Board. The Council may recommend changes in funding priorities to the Board as it deems necessary and appropriate.

E. Program Council officers are responsible for ensuring all committees assigned to it are staffed and functioning, and for informing the Board of changes in the membership of Council Committees.

VI. FREQUENCY OF MEETINGS

The Council shall meet at least ten times a year.

VII. SPECIFIC TASKS AND REPORTING SCHEDULE

The Council shall:

A. Submit for review to the Board of Trustees a calendar of all-church activities and events (March.)

B. Submit to the Board a consolidated grassroots budget for the following church year (January).

C. Submit to the church Administrative Assistant a report of Council and Council committee activities for the Annual Report to the Congregation (May) that includes, but is not restricted to:

1. Committee Objectives for the reporting year
2. Committee accomplishments, challenges and opportunities
3. Committee recommendations to the Congregation or other matters deserving attention as needed

D. In addition, the Council secretary shall maintain a list of current Council Committees, their chairs and their members.

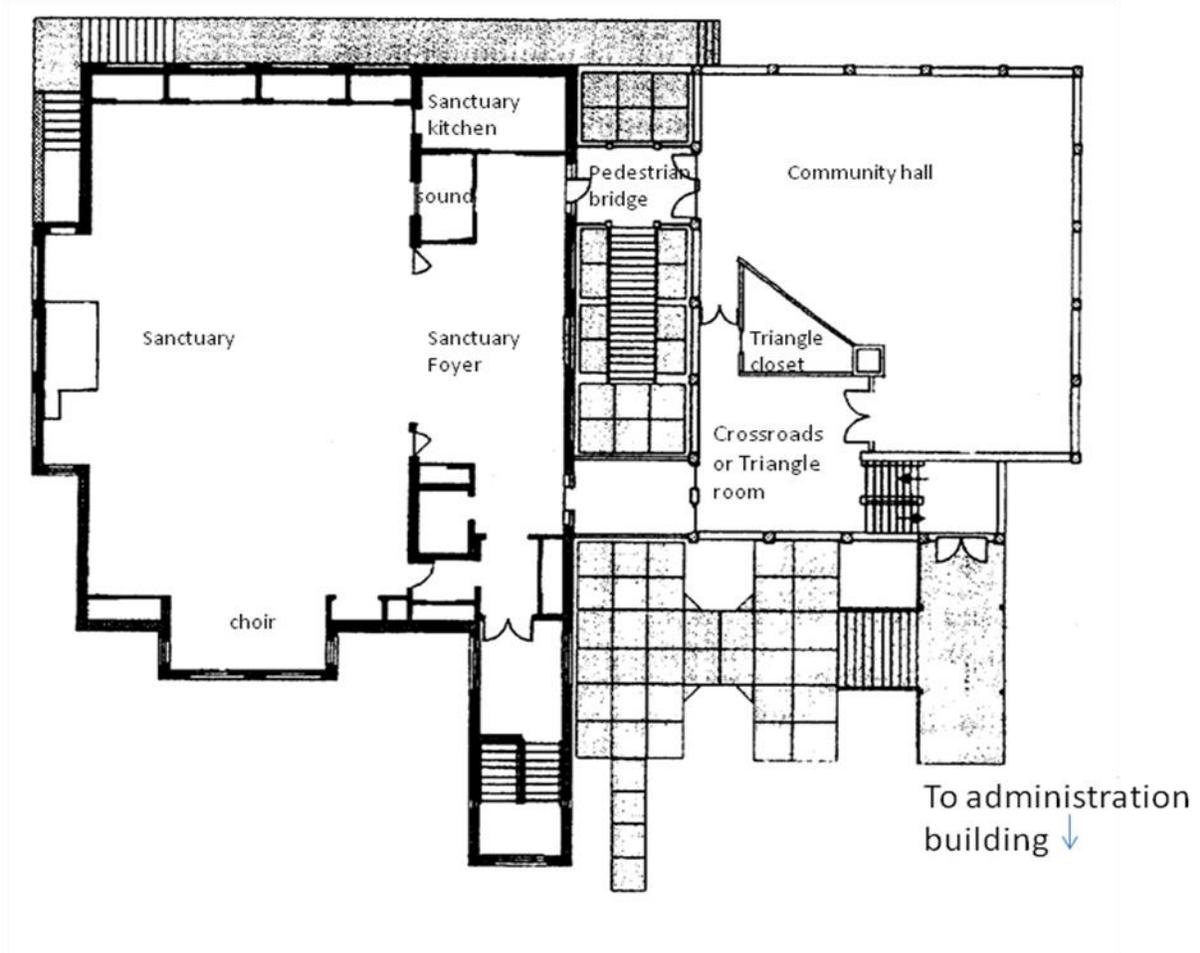
VIII. ADDITIONAL RESOURCES

A. Church governance documents available from the Board Secretary

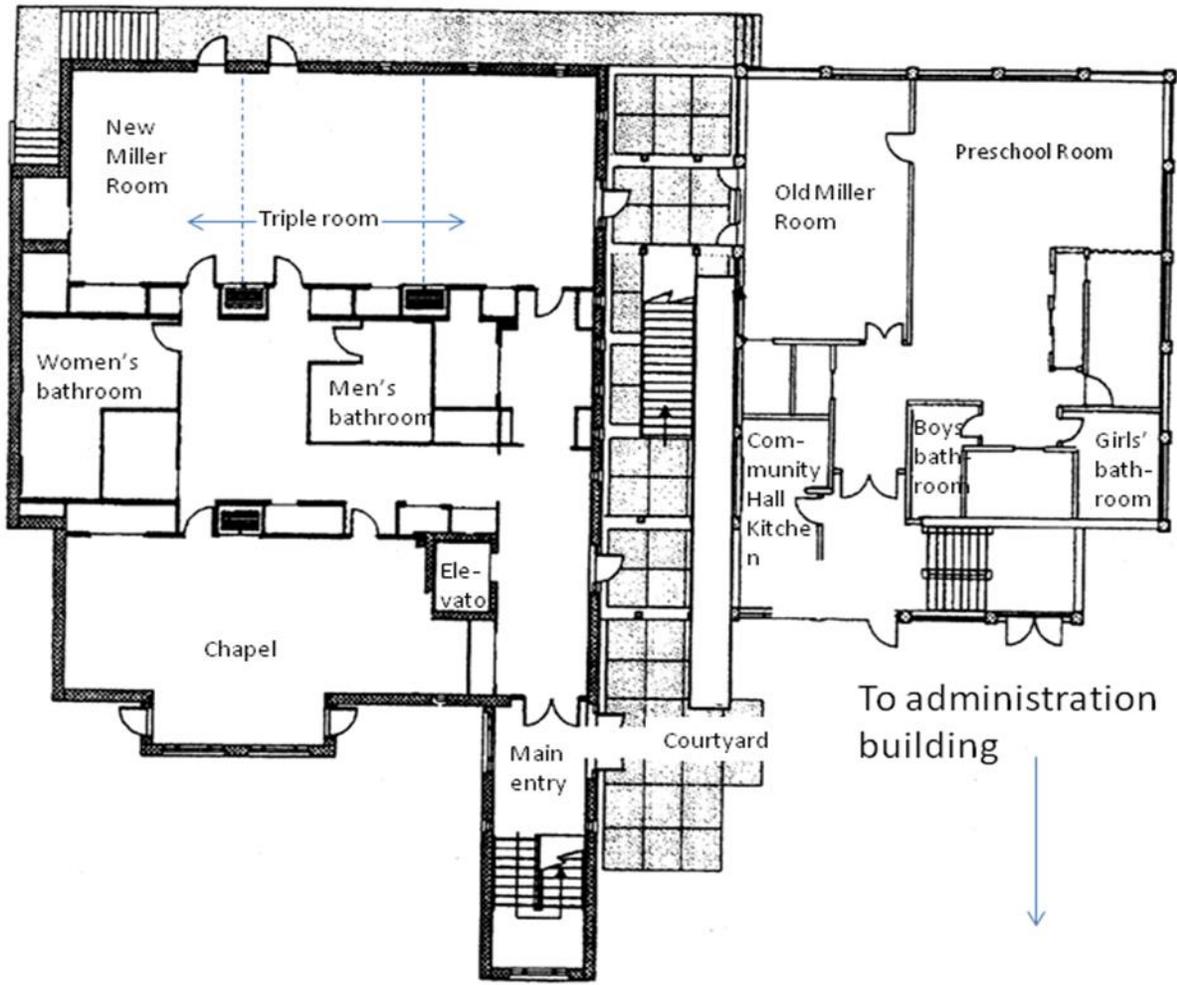
B. Church file of chartered committees available from the Program Council Chair or Vice Chair

Appendix D: Church Map

Upper Level-Sanctuary and Community Hall buildings



Lower Level-Sanctuary and Community Hall buildings



Appendix E: 2016-17 UUCSS Church Calendar

For the most current information about any of these events, check the on-line church calendar.

Activity/Event	Date/Time	Location	Contact
Families LUUV camping: inter-generational camping. All are welcome	Sept 2-6	Rocky Gap State Park	Alexa Fraser 301-294-2842 AlexaFraseruu@gmail.com or fluuv@uucss.org
YRUU Overnight	Sept 10-11 7pm-8:30am	Fellowship House & Chapel Room	Sarah Gonzalez 301-434-4050 x-113 dre@uucss.org
Water Communion Service: our Welcome-Back services	Sun Sept 11 9:30am & 11:30am	Sanctuary	Worship Committee worship@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun Sept 11 Coffee Hour	Triangle Rm Between/ Services	lgtbqa@uucss.org
Board Retreat	Sept 17		
RE Teacher Training	Sat Sept 17 8:30am-2:30pm	Sanctuary & Foyer	Sarah Gonzalez 301-434-4050 x-113 dre@uucss.org
Healing Circle	Sun Sept 18 10:45am & 12:45pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Catoctin Retreat	Sept 23-25	Camp Greentop	Nicole Levesque nlevesque@verizon.net
Justice Summit	Oct 1		justicetaskforce@uucss.org
UU History Course	Sun Oct 2 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
UU History Course	Sun Oct 9 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies	Sun Oct 9 Coffee Hour	Triangle Rm Between/ Services	lgtbqa@uucss.org
David Smith Rehearsal	Thur Oct 13 & Fri Oct 14 4-10pm	Sanctuary	musicdirector@uucss.org
David Smith Workshop	Sat Oct 15 8am – 6pm	Sanctuary & Foyer	Residency@uucss.org or music@uucss.org

David Smith Service	Sun Oct 16 9:30am & 11:30am	Sanctuary	Residency@uucss.org
UU History Course	Sun Oct 23 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Immigration Film Festival	Sun Oct 23	Sanctuary	David Miley adultre@uucss.org
Haunted House/YRUU Overnight	Oct 29-30 7pm – 8:30am	Fellowship House & Chapel	Sarah Gonzalez 301-434-4050 x-113 dre@uucss.org
UU History Course	Sun Oct 30 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
UU History Course	Sun Nov 6 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Healing Circle	Sun Nov 13 10:45am & 12:45pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun Nov 13 10:30- 11:30am	Triangle Rm in Comm Hall	lgtbqa@uucss.org
Church Auction	Sat Nov 19 5-10pm	All-Church	auction@uucss.org
Crossroads Coffee	Sun Dec 4 Coffee Hour	Triangle Rm	adultre@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun Dec 11 10:30- 11:30am	Triangle Rm in Comm Hall	lgtbqa@uucss.org
UUCSS Charitable Contribution to Beacon House	Sun Dec 18 During the Service	Sanctuary	giving@uucss.org
Christmas Eve Reception: bring holiday treats to share	Sat Dec 24 Between the Services	Community Hall	Activities Committee activities@uucss.org
Christmas Eve Services	Sat Dec 24 7 & 9pm	Sanctuary	Worship Committee worship@uucss.org
Jazz Worship Service	Sun Dec 25 10:30am	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Crossroads Coffee	Sun Jan 1 Coffee Hour	Triangle Rm	adultre@uucss.org
Quiet Day – Meditative and Relaxing Activities	Sat Jan 7 9am – 1pm	Throughout Church	adultre@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun Jan 8 10:30- 11:30am	Triangle Rm in Comm Hall	lgtbqa@uucss.org
Leadership Retreat- Church Leaders plan for coming year	Jan 28-29		planning@uucss.org

Spiritual Learning Group	Sun Feb 5 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun Feb 12 10:30-11:30am	Triangle Rm in Comm Hall	lgtbqa@uucss.org
Spiritual Learning Group	Sun Feb 12 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Spiritual Learning Group	Sun Feb 19 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Spiritual Learning Group	Sun Feb 26 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Coming of Age Ceremony/Service: As they transition from children to youth, our 9 th graders profess their beliefs	Sun Feb 26 9:30am & 11:30am	Sanctuary	Sarah Gonzalez 301-434-4050 x-113 dre@uucss.org
Spiritual Learning Group	Sun Mar 5 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Spiritual Learning Group	Sun Mar 12 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun Mar 12 10:30-11:30am	Triangle Rm in Comm Hall	lgtbqa@uucss.org
Healing Circle	Sun Mar 19 1:00-2:30pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
50-Year Anniversary of Dr. King's Vietnam Speech	Sun Apr 2		justicetaskforce@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun Apr 9 10:30-11:30am	Triangle Rm in Comm Hall	lgtbqa@uucss.org
Seder Intergenerational meal for Passover	Sat Apr 15 5pm-9pm	Sanctuary & Foyer	Activities Committee activities@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun May 14 10:30-11:30am	Triangle Rm in Comm Hall	lgtbqa@uucss.org
Healing Circle	Sun May 14 10:45am & 12:45pm	Sanctuary	Rev. Dr. Leon Dunkley associateminister@uucss.org
Flower Communion end-of-year intergenerational service	Sun June 11 9:30am & 11:30am	Sanctuary	Worship Committee Worship@uucss.org

Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun June 11 10:30- 11:30am	Triangle Rm in Comm Hall	lgtbqa@uucss.org
Lesbian, Gay, Bisexual, Transgender & Questioning Coffee Corner. Kids & Allies, too.	Sun July 9 After the Services	Sanctuary Foyer	lgtbqa@uucss.org

2016-2017 Worship Themes

What does it mean to be a community of ...

September: Covenant

October: Healing

November: Story

December: Presence

January: Prophecy

February: Identity

March: Risk

April: Transformation

May: Embodiment

June: Zest

Appendix F: Directory for Church Leaders and Staff/ UUCSS Organizational Chart

The Program Council Vice Chair maintains an updated version of this chart. You can find the charter links on the church website under Getting Involved > Governance. To update logical emails, contact logicaemail@uucss.org. **All Emails are @uucss.org**

The Board of Trustees			
<p>The UUCSS Board of Trustees is elected by the Congregation and oversees the operation of our Church in accordance with the UUCSS Constitution. The Board guides the implementation of long-term goals and policy and is legally responsible for the fiscal operations of the church. The Board consists of the President, Vice President for Planning, Vice President for Programs, Vice President for Finance, Vice President for Personnel and three At Large Members, all elected to staggered three-year terms.</p>			
<p>Barbara Eyman, President (2015) President@uucss.org Janne Harrelson, Secretary (2014) boardsecretary@uucss.org Carol Hamilton (VP of Planning) (2014) Sharon Snyder (VP of Personnel) (2015) Miranda Bradley, (VP of Programs) (2016) Lisa Schumaker (VP of Finance) (2016) Fred Teal, At-Large (2016) Beverly Schnetzler, At-Large (2014) Doug Weisburger, At-Large (2015)</p>			<p>board@ (to all members of the Board)</p>
<p>Lisa Schumaker</p>	<p>Charter</p>	<p>Finance Committee Sub-committees include: the Auction, Annual Budget Drive, Commemorative, Endowment, and Rental Committees</p>	<p>finance@ auction@ abd@ collector@ treasurer@</p>
<p>Sharon Snyder</p>	<p>Charter</p>	<p>Personnel Committee</p>	<p>personnel@</p>
<p>Carol Hamilton</p>	<p>Charter</p>	<p>Planning Committee</p>	<p>planning@</p>

The Program Council

The Program Council through its volunteer committees provides structure for church members to operate all the programs of the Church in conjunction with our professional leaders. The Council is led by the Board Vice President for Program and includes the Chairs of all standing committees. The Program Council Vice Chair supports the health of the committees, including helping them recruit volunteers.

Miranda Bradley, Chair councilchair@ Vacant, Vice Chair volunteer@ Vacant, Secretary councilreports@		council@ (to all committee chairs)
David Miley	<u>Adult Religious Education Committee</u> Provides opportunities for adults to deepen UU values through learning and developing spiritual life skills.	adultre@ adultrechair@
Andrea Waters	<u>Child Care Committee</u> Exists to ensure that UUCSS continues to be a welcoming congregation and that childcare issues do not prevent our members and friends from participating fully in major church events. Provides information to assist other UUCSS committees/groups with setting up childcare for their events.	childcare@
Rotating Chair	<u>Deaf Access Committee</u> Coordinates efforts to provide access and create a welcoming environment at UUCSS for the Deaf community. Ensuring that UUCSS is open and accessible to Deaf people and their families is a natural manifestation of the guiding Unitarian Universalist principles.	deafaccess@ interpreters@ deafaccesschair@
Patti Poss	<u>Membership Committee</u> Provides a welcoming introduction for new visitors and continuing information for those who desire to become more involved with our community. We provide a pathway to membership, and help new members become integrated in the congregation.	membership@ directory@ membershipchair@
Kristina Borrer	<u>Music Committee</u> Works closely with the Music Director to plan and coordinate the music program at UUCSS and to stimulate interest and participation in the musical tradition of UUism and other religious traditions. The committee is open to anyone who shares a passion for the musical life of our community, including musicians and non-musicians.	Musicchair@
Bob Hirshon	Outreach Committee	outreach@
Gregg Harry	<u>Religious Education Committee for Children & Youth</u> Supports the Director of Religious Education in providing multigenerational and age-appropriate opportunities to explore life's questions within our safe and sacred community. The committee upholds our vision of a supportive environment for all families through diverse and spiritually engaging programming.	re@

Carey Schneider	<u>Worship Services Committee</u> Serves as a communicating and organizing body to assure worship services and opportunities, whether led by invited outside speakers, church ministers, staff, or members, serve the needs of the congregation.	worship@ worshipchair@
--------------------	---	---------------------------

Administrative Operations Council		
Rob Dahlstrom	<u>Administrative Operations Committee</u> Provides and maintains the church office facilities and assists the ministers, staff and church leaders in performing the administrative functions of the church.	aoc@ aocchair@
Marty Atias & Rob Dahlstrom	<u>Audio-Visual Technology Committee</u> Provides all audio, visual and lighting services for events held at the church. Whether it be Sunday services, concerts, film screenings, presentations or weddings, the AV Tech Committee provides training for our team members to make it look and sound great. The committee also coordinates to provide services when the sanctuary is rented for events.	audio@ audiochair@
Brian Beard	<u>Property / Capital Improvements and Accessibility Committee</u> Plans for and implements improvements to our buildings and grounds to meet the needs of a growing and evolving congregation. Also provides for the maintenance, repair, improvement and security of all UUCSS property, and provides liaison with the tenant organizations.	property@
Nancy Dougherty	<u>Information Technology Committee</u> Provides the information technology infrastructure to meet the needs of our staff and members.	

Other		
Pat Hulsebosch	Flowers	flowers@
Brian Livelsberger	Families-LUUV (Families Living UU Values)	f-luuv@
	Layministers	layministers@
	Inreach	inreach@
Laura Nelson	Webmaster Webupdate	webmaster@ webupdate@
Ken Iobst	Logical Email coordinator	logicailemail@
Cindy Scharf	LGBTQA Task Force	LGBTQAchair@
Lori Hill	Green Sanctuary Task Force	globalwarming@
Daniel Clark	Communications Task Force	communications@
	Diversity Team	diversityteam@ diversitychair@
Eli Briggs	Racial Justice Task Force	justicetaskforce@ justicetaskforcechair@

Staff

expect frequent variations in their schedules: staff often conduct their work outside of our church buildings

Title	Name	Office # 301-434-4050	Cell #	Email @uucss.org	Supervisor	Office Hours
Sr. Minister	Rev. Elizabeth Lerner Maclay	x-112	202-253-0053 (Emergencies Only)	minister@	Board	Mon, Tues, Wed afternoons & evenings, available by appointment. Thursday is a Writing Day at her home office. Friday is her day off. If you can't reach her at the office, contact the Minister's Assistant.
Associate Minister	Rev. Dr. Leon Dunkley	x-123	651-233-6045		Sr. Minister	Tues – Fri between 10 am – 4 pm, available by appointment. Monday is his day off. Best to contact by phone for urgent business.
Director of Religious Education	Sarah Gonzalez	x-113	301-404-0893	dre@	Sr. Minister	Available Monday through Thursday, by appointment. Best to contact by email for urgent business
Music Director	Michael Holmes	x-114	571-277-6994	musicdirector@	Sr. Minister	Afternoon hours on Tuesdays, evening hours on Thursdays. Available other times by appointment.
Church Administrator	Melinda Yalom	x-115		administrator@	Sr. Minister	Normal Office Hours: Mon 11:30 am – 6 pm, Tues-Thurs 9 am – 6pm; & Fri 8-11 am
Minister's Asst and Membership Coordinator	Ashley Burczak	X 116	646-369-8929	seniorministerassistant@ membershipcoordinator@	Sr. Minister	Available Tuesday & Wednesday afternoons and other times by appointment.
Accompanist	Phyllis Stanley			(Contact Music Director)	Music Dir.	
Sexton	Juan Vargas		202-957-8131	sexton@uucss.org	Church Administrator	Tues, Wed, Fri and Sun (To request any tasks, contact Church Administrator)

